CJCS JCA Progress Report

SECDEF Action Memo Tasks 1-Year Update

15 May 2006

Joint Staff J-7 / JETCD

Purpose

- ***Why we're here –***
  - ***"Provide me an update on your progress within 12 months." (SECDEF Memo – 6 May 05)***

- ***What we intend to do –***
  - ***Vet the progress report up through the JCS***
  - ***Receive Senior-level feedback on JCA Implementation to date***
  - ***Recommend JCA Implementation Way Ahead***

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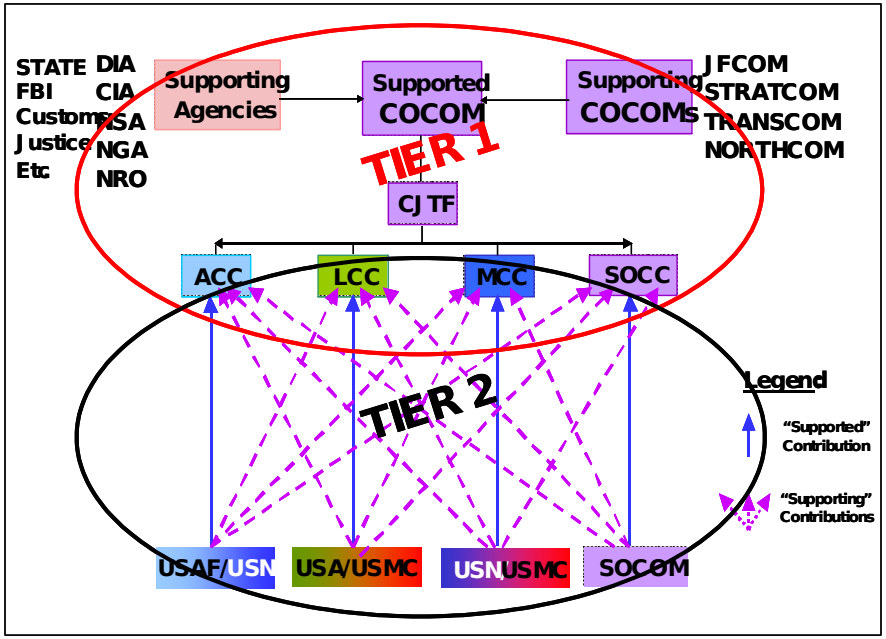
Joint Capability Areas (JCAs) Baseline

Joint Capability Areas are:

- An *Operational* Construct
- Intended to facilitate supported / supporting relationships between COCOMs, Agencies, CJTFs, Component Commanders, etc.
- Traceable to UJTL
- Tools that *may* serve DoD business practices
- Not tied to UCP/Title 10 authority
- Not intended to reflect *"issues of the day",* but to cover the waterfront of DoD warfighter



Tier 1 JCAs: Are collections of similar capabilities grouped at a high level in order to support decision making, capability delegation, and analysis.

Tier 2 JCAs: Capture functional & operational detail that translate to CJTF-level operations/missions or identify lower level functional activities

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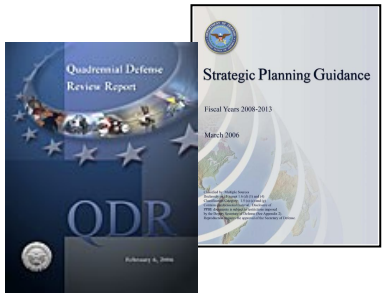
JCA Time Line



QDR and SPG re-affirmed them…

May 06 Progress Rpt

May 06

Expanded FCB GO/FO Mtg
3 Apr 06

Apr

SPG
22 Mar 06

JCA Refinement Mtg
15-16 Mar 06

Mar

QDR
6 Feb 06

Feb

Jan

Formal Planner-Level Data Call
14 Dec 05

Dec

QDR Taxonomy SWG gave 6 month progress report to IPT #5 SPIWG
6 Nov 05

Nov **JCAMP Development**

CJCS refining them…

Refined Tier 1 & Working Tier 2 JCA Lexicon & Taxonomy delivered to IPT #5 SPIWG
31 Aug 05

Oct

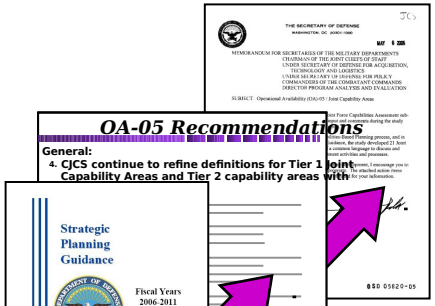
Sep

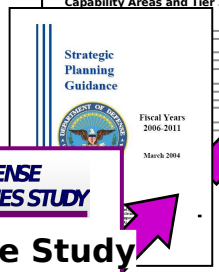
Aug **JCA Tier 1 & 2 GO/FO CRC**
24-25 Aug 05

Jul

Jun

May 05 **JCA Tier 1 & 2 / Business Rules GO/FO Staffing**
13 May 05


OA-05 Recommendations
General:
4. CJCS continue to refine definitions for Tier 1 Joint Capability Areas and Tier 2 capability areas with



SecDef directed them…

OA-05 delivered them…

JOINT DEFENSE CAPABILITIES STUDY

Aldridge Study

Dec 03

OSD asked for them…

Aldridge Study recommended them…

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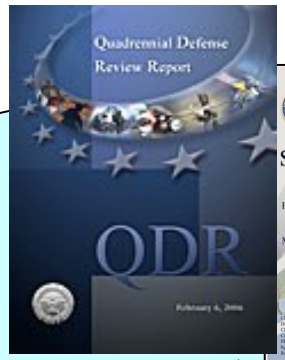
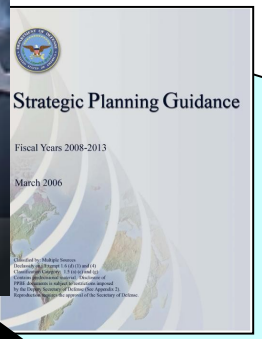
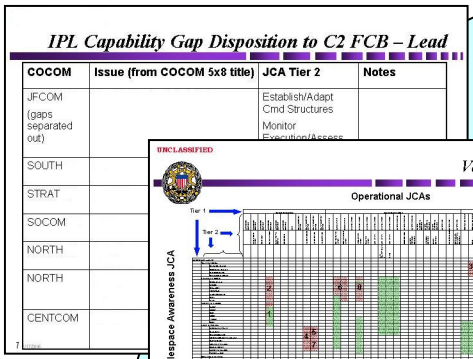
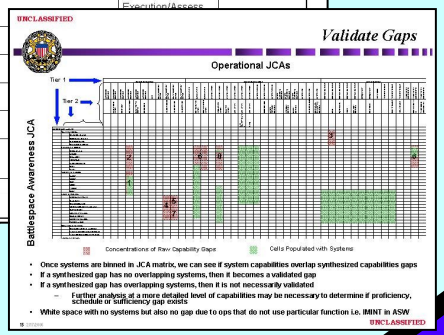
JCA Department-wide Applications





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Validate Gaps
Operational JCAs
Battlespace Awareness JCA
Concentrations of Raw Capability Gaps
Cells Populated with Systems
Once systems are binned in JCA matrix, we can see if system capabilities overlap synthesized capabilities gaps
If a synthesized gap has no overlapping systems, then it becomes a validated gap
If a synthesized gap has overlapping systems, then it is not necessarily validated
Further analysis at a more detailed level of capabilities may be necessary to determine if proficiency, schedule or sufficiency gap exists
White space with no systems but also no gap due to ops that do not use particular function i.e. IMINT in ASW
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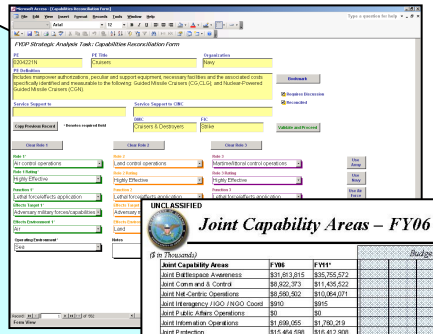
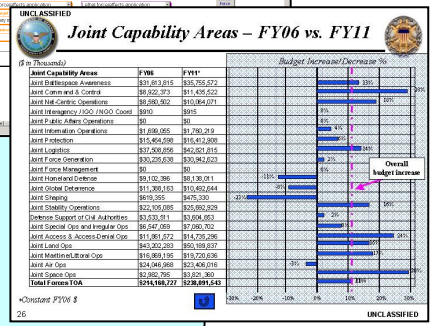
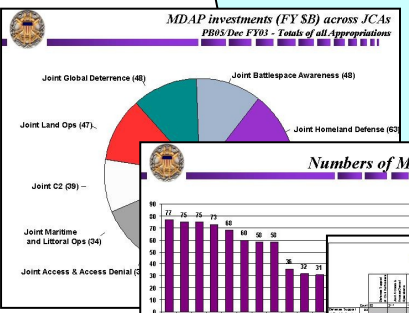
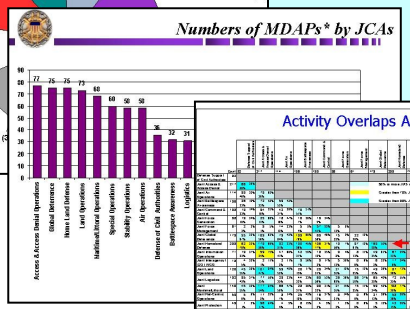
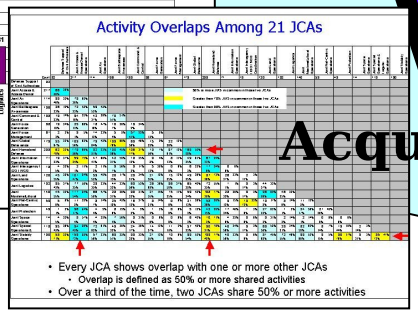
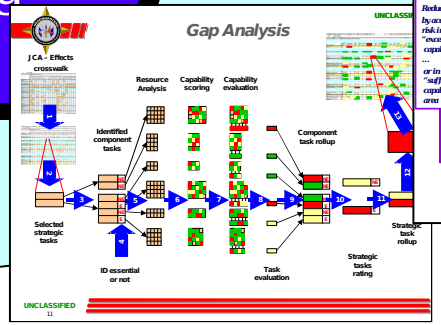


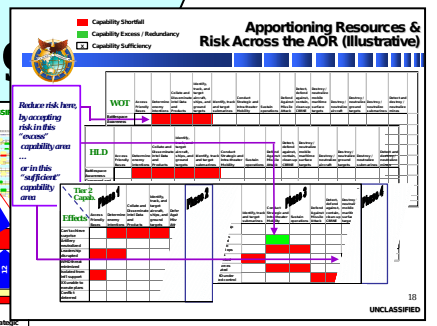



MDAP investments (FY 5B) across JCAs
PB05/Dec FY03 - Totals of all Appropriations
Joint Global Deterrence (48)
Joint Battlespace Awareness (48)
Joint Land Ops (47)
Joint Homeland Defense (63)
Joint C2 (39)
Joint Maritime and Littoral Ops (34)
Joint Access & Access Denial (3




Activity Overlaps Among 21 JCAs
Every JCA shows overlap with one or more other JCAs
Overlap is defined as 50% or more shared activities
Over a third of the time, two JCAs share 50% or more activities





CBP

JCAs

Policy

Requirements

PPBES

Acquisition

Planning

JCAs

JCAs

JCAs

JCAs

JCAs

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SecDef JCA Memo

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers…

The CICS shall…"

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration**

JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

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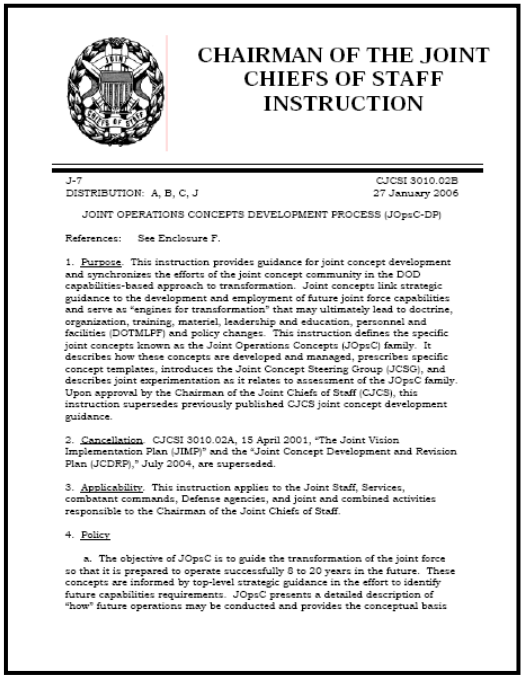
Progress on SECDEF Taskings

- **Embed the JCAs into future guidance for Joint Operating Concepts, Joint Integrating Concepts, and Joint Functional Concepts**
  - "… During concept development, concept authors will use the JCAs as a baseline of joint capabilities relevant to their concept…" (CJCSI 3010.02B, 27 Jan 06)
  - "…The development rhythm staggers the writing and revision of CCJO, JOCs, and JFCs over a 3-year period and establishes a structured method to deconflict efforts, incorporate assessment results, and allow for a logical flow of influence within the JOpsC family…" (CJCSI 3010.02B, 27 Jan 06)
  - Currer



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3010.02B
DISTRIBUTION: A, B, C, J 27 January 2006

JOINT OPERATIONS CONCEPTS DEVELOPMENT PROCESS (JOpsC-DP)

References: See Enclosure F.

1. Purpose. This instruction provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DOD capabilities-based approach to transformation. Joint concepts link strategic guidance to the development and employment of future joint force capabilities and serve as "engines for transformation" that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy changes. This instruction defines the specific joint concepts known as the Joint Operations Concepts (JOpsC) family. It describes how these concepts are developed and managed, prescribes specific concept templates, introduces the Joint Concept Steering Group (JCSG), and describes joint experimentation as it relates to assessment of the JOpsC family. Upon approval by the Chairman of the Joint Chiefs of Staff (CJCS), this instruction supersedes previously published CJCS joint concept development guidance.

2. Cancellation. CJCSI 3010.02A, 15 April 2001, "The Joint Vision Implementation Plan (JIMP)" and the "Joint Concept Development and Revision Plan (JCDRP)," July 2004, are superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and combined activities responsible to the Chairman of the Joint Chiefs of Staff.

4. Policy

a. The objective of JOpsC is to guide the transformation of the joint force so that it is prepared to operate successfully 8 to 20 years in the future. These concepts are informed by top-level strategic guidance in the effort to identify future capabilities requirements. JOpsC presents a detailed description of "how" future operations may be conducted and provides the conceptual basis

SECDEF Memo Today

	Jan 05	Jun 05	Jan 06	Jun 06	Jan 07	Jun 07	Jan 08	Jun 08	Jan 09	Jun 09
CCJO Revision		CCJO 2.0						CCJO 3.0		
JOC Revision		Revision Period		JOC 2.0						JOC 3.0
JFC Revision				Revision Period		JFC 2.0				
JIC Writing						Revision Period				

JOpsC Development Rhythm

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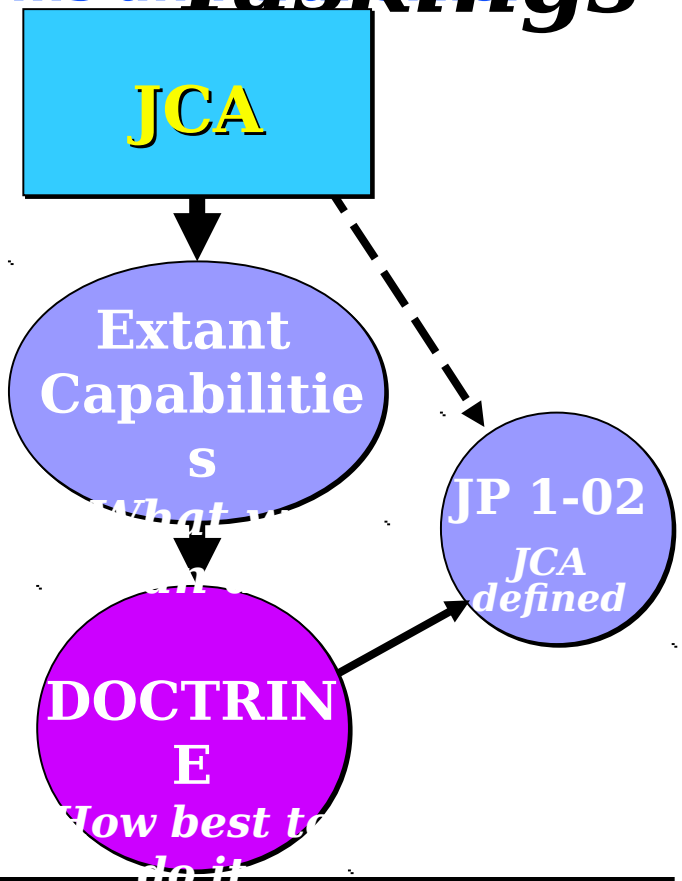
Progress on SECDEF Taskings

- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**

- **13/21 Tier I JCA definitions currently found in JP 1-02**
- **Joint doctrine currently covers 18/21 Tier 1 JCAs extant capabilities**
- **"JCA" Definition & electronic link to JCA Tier 1 & 2 Lexicon in next update to JP 1-02**
- **On-going revision of JP-1, Capstone Joint Publication will incorporate JCAs and CBP**
- **Way Ahead - Continue to review JCA evolution and transition to joint**



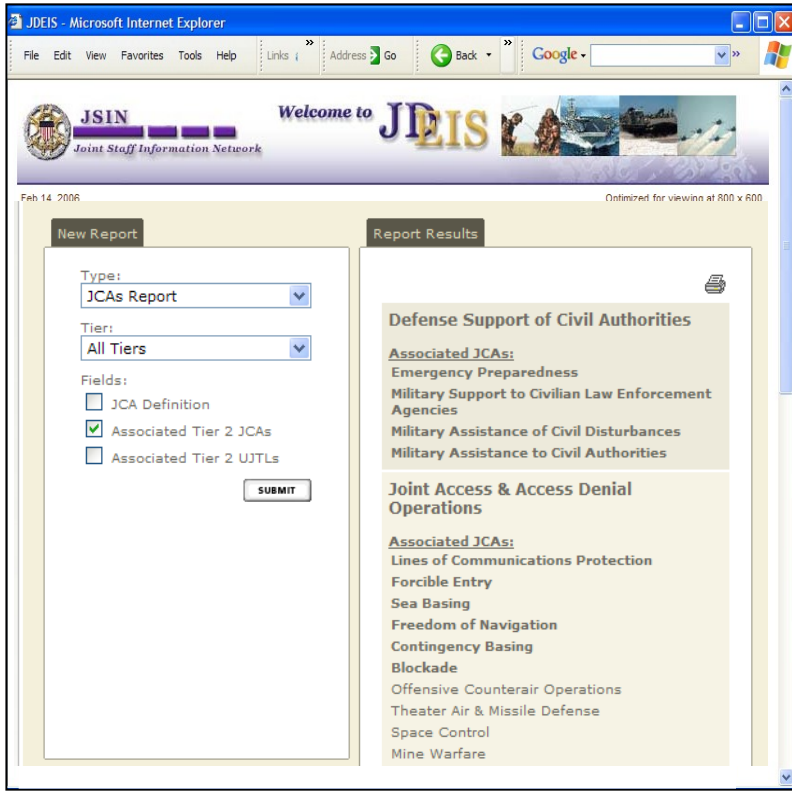
STATUS	PUB NUMBER	SHORT TITLE	PHASE	Program Directive Due	Program Directive Comp	First Draft Due (PD+5.5)	First Draft Rel	First Draft Review	Final Coord Draft Due	Final Coord Draft Rel	Final Coord Review	Approval Date Req'd	Approval Date Proj	REMARKS
	JP 1	JOINT WARFARE	PD	15-Jan-06	16-Feb-06	30-Jun-06			30-Oct-06			30-Jan-07		RFD currently beig developed, due 30 Jun 06
	JP 1-02	DOD DICTIONARY												Latest amendment - 30 Nov 04

Progress on SECDEF Taskings

- CJCS in coordination with USJFCOM - Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)

JCA / UJTL one-year mapping effort includes:

- Initial "one-to-one" mapping of tasks to JCAs – Completed Nov 05
- Analysis of Tier II JCAs and UJTL Tasks to determine what tasks support which JCAs (one-to-many) – Estimate completion in Sep 06
- Mapping results to be sent to all stakeholders for formal review and feedback.



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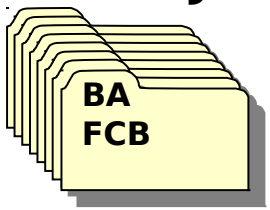
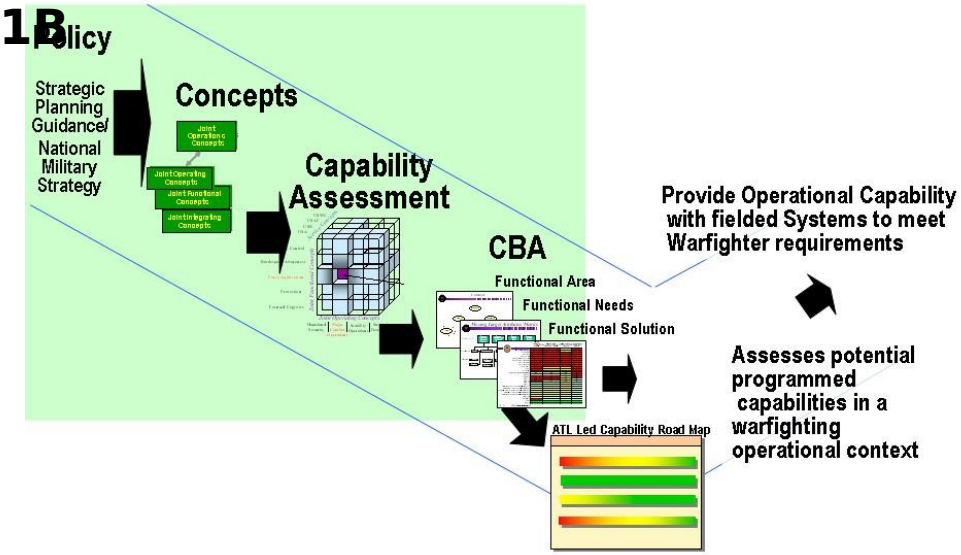
Progress on SECDEF Taskings

- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration and Development System (JCIDS) where appropriate**
  - **Joint Requirements Oversight Council Memorandum (JROCM 062-06) provides guidance on incorporating JCAs into JCIDS**

    "… all subsequent submissions of JCIDS documents will include a list of Tier 1 and Tier 2 JCAs applicable to the capabilities…"

  - **Incorporate JCA lexicon / taxonomy into next revision of CJCSI 3170.01E and CJCSM 3170.01B**
  - **Functional Capability Boards (FCB) assigned as Office of Primary Responsibility (OPR) to each Tier 1 JCA and associated Tier 2 JCAs**





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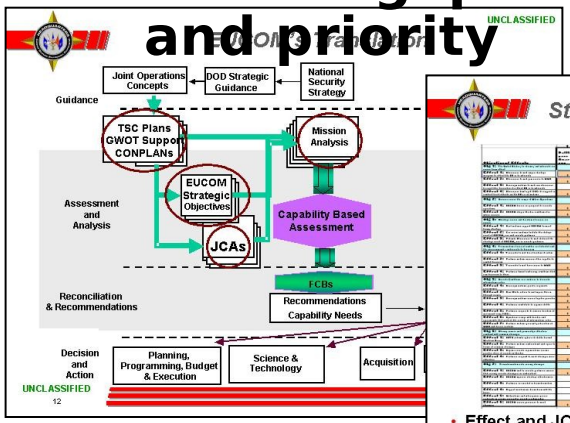
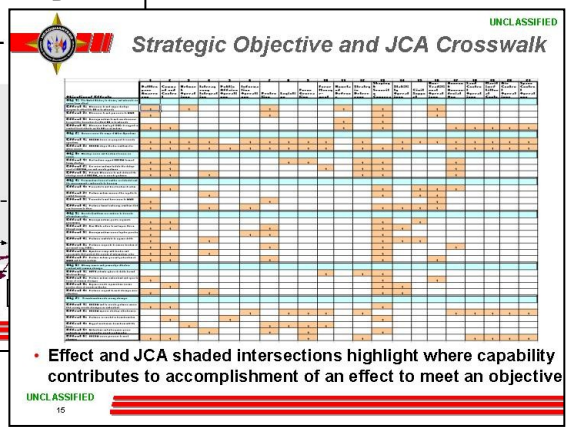
Progress on SECDEF Taskings

- **Implement JCAs into the current process to receive and assess Integrated Priority List submissions from the combatant commanders**
  - **FY07 COCOM Integrated Priority List (IPL) submissions gaps were mapped by JS/J-8 to Tier 1 and Tier 2 JCAs**
  - **Will incorporate JCAs into the FY 08-13 IPL development guidance to COCOMs (mapping gaps to Tier 2 JCAs)**
  - **Based on Gap-to-JCA mapping, JCIDS Gatekeeper will bin the IPL gaps to the appropriate FCBs for assessment and priority**

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Strategic Objective and JCA Crosswalk
Effect and JCA shaded intersections highlight where capability contributes to accomplishment of an effect to meet an objective
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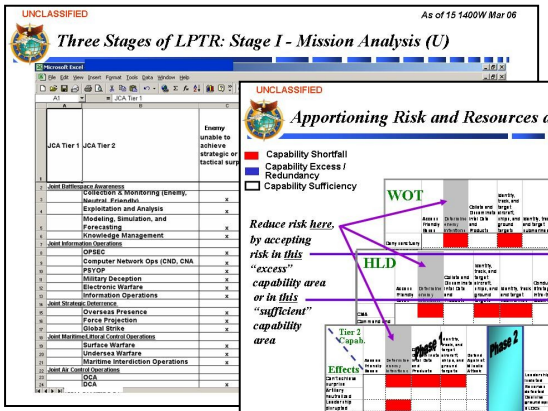
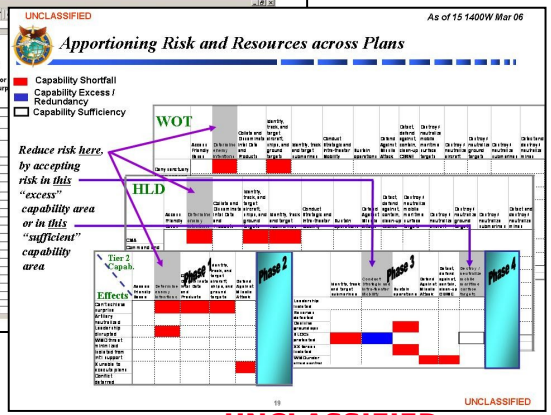
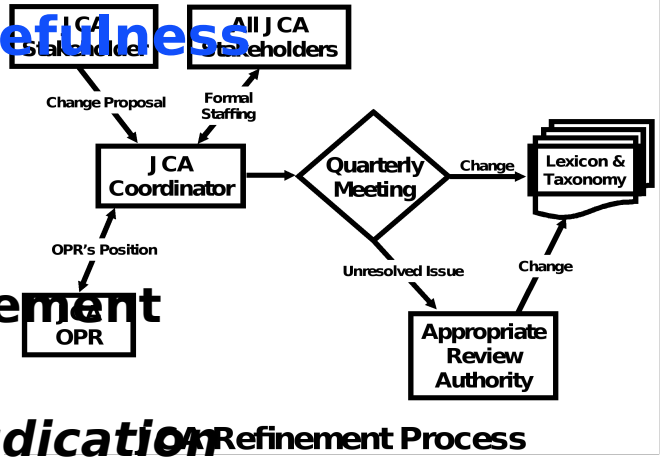




Progress on SECDEF Taskings

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
  - **Mar 06 – Formal Planner-level review**
    (1 common thread – need JCA Implementation Plan)

- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
  - **24 Aug 05 JCA Tier 1 & 2 GO/FO CRC**
    - **417 comments**
  - **3 Apr 06 GO/FO Review of Planner Refinement**
    - **405 comments**
    - ***4 unresolved issues require JROC adjudication***



JCA Refinement Process

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Unresolved Issues

- Irregular Ops / Irregular Warfare as a Tier 1 / 2 JCA vice an overarching concept that involves DoD resources across multiple Tier 1 JCAs (Navy)
- OPR for Tier 2 PSYOP, Special Operations vice Information Operations (Navy)
- Elevate “Joint Force Projection” as a new Tier 1 JCA spanning Strategic & Intra-theater Airlift & Sealift vice as a Tier 2 JCA under Global Deterrence (Army)
- Subordinate blue and white force tracking / SA as a Tier 2 JCA under Battlespace Awareness vice a Tier 2 JCA under Joint Command & Control (Navy)

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Unresolved Issues - Recommendation

Defer further adjudication of unresolved issues pending the development of a Department-wide JCA Implementation Plan

- Maintain 24 Aug 05 approved JCA Taxonomy for unresolved issues
- Essentially, the FCB OPR positions amount to no change to 24 Aug Taxonomy; one exception - Irregular Warfare issue
- *Why*
  - Unresolved issues highlight JCA structural inconsistencies that are best addressed holistically
    - Significant Tier 1 changes disrupt ongoing implementation efforts
  - Results of other ongoing efforts must be considered
    - IR&G working group (test cases)
    - PE mapping, Matrix mapping tool, IPL development and FCB gap assessment
  - Consolidate JCA implementation gains and stabilize implementation
  - Until overarching implementation guidance for CBP is developed, further adjudication may be premature at this time

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Original JCA Change Tracking

- Joint Force Generation
- Joint Force Management
- Joint Homeland Defense
- Joint (Strategic) Global Deterrence
- Joint Shaping (& Security Cooperation)
- (Joint) Defense Support of Civil (Support) Authorities
- Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction
- *Joint Special Operations & Irregular Warfare (Non-Traditional Operations)*
- Joint Access & Access Denial (Operations)
- Joint Land (Control) Operations
- Joint Maritime/Littoral (Control) Operations
- Joint Air (Control) Operations
- Joint Space (Control) Operations
- Joint Battlespace Awareness
- Joint C2
- Joint (Network) Net-Centric Operations
- Joint Interagency / IGO / MN / NGO Coordination
- Joint Public Affairs Operations
- Joint Information Operations
- Joint Protection
- Joint Logistics

Approved by SECDEF
Approved but subsequently deleted
Changed from Initially approved

Joint Capability Areas Tier 1 / 2

- **Joint Force Generation** – Man, Equip, Organize, Develop Skills
- **Joint Force Management** – Global Posture, Global Force Management, Planning, Future Capability Identification
- **Joint Battlespace Awareness** – Planning and Direction, Observation and Collection, Processing and Exploitation, Analysis and Production, Dissemination and Integration, Evaluation and Feedback
- **Joint C2** – Exercise Command Leadership, Establish/Adapt Command Structures & Enable both Global & Regional Collaboration, Develop & Maintain Shared Situational Awareness and Understanding, Communicate Commander's Intent and Guidance, Operational Planning, Synchronize Execution Across all Domains, Monitor Execution, Assess Effects and Adapt Ops, Leverage Mission Partners
- **Joint Net-Centric Operations** – Information Transport, Network Management, Enterprise Services, Info Assurance, Knowledge Management, Applications
- **Joint Public Affairs Operations** – Public Affairs Op Planning, Public Info, Command / Internal Information, Community Relations
- **Joint Interagency / IGO / MN / NGO Coordination** – US Gov't Interagency Integration, Intergovernmental Organization Coordination, Nongovernmental Organization Coordination, Multinational Coordination
- **Joint Protection** – Conventional Weapons Threat, Terrorist Threat, WMD Threat, Protection from Exploitation, Personnel Recovery
- **Joint Logistics** – Joint Deployment/Rapid Distribution, Agile Sustainment, Op Engineering, Force Health Protection, Joint Theater Logistics, Logistics Information Fusion, Multinational Logistics
- **Defense Support of Civil Authorities** – Mil Assist of Civil Disturbance, Mil Assist to Civil Authorities, Mil Support to Civilian Law Enforcement Agencies, Emergency Preparedness

Joint Capability Areas Tier 1 / 2

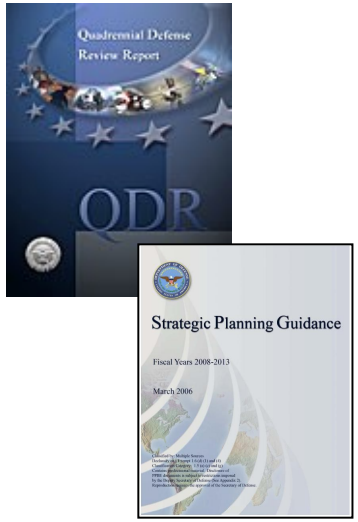
- **Joint Homeland Defense**- Air and Space Defense, Land Defense, Maritime Defense, Critical Infrastructure Protection
- **Joint Global Deterrence** – Global Strike, *Force Projection*, Responsive Infrastructure, Inducements
- **Joint Shaping** – Military Diplomacy, Presence, Security Cooperation, Defense Support to Public Diplomacy, Strategic Communication
- **Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction** – Humanitarian Assistance, Reconstruction, Security
- **Joint Information Operations** – Electronic Warfare, Computer Network Operations, Operations Security, Military Deception
- **Joint Access & Access Denial** – Forcible Entry, LOC Protection, Contingency Basing, Seabasing, Freedom of Navigation, Counter Operational Mobility
- ***Joint Special Operations & Irregular Warfare*** – Special Operations, Irregular Warfare
- **Joint Land Operations** – Conduct Op Movement and Maneuver, Provide and Employ Joint Fires, Conduct Decisive Maneuver, Control Territory Populations & Resources
- **Joint Maritime /Littoral Operations** – Surface Warfare, Undersea Warfare, Maritime Interdiction, Maritime/Littoral Expeditionary ops, Maritime/Littoral Fires, Ocean/Hydro/River Survey & Support Ops
- **Joint Air Operations** – Offensive Counterair Ops, Strategic Attack, Air Interdiction, Tactical Air Support
- **Joint Space Operations** – Space Control, Space Force Application

2006 QDR & SPG JCA Linkage

- Reaffirms Department's shift to Capabilities-Based Planning
- Emphasizes the need to manage the Department via joint capability portfolios to meet President and Combatant Commanders' needs
- Links JCAs to joint capability portfolio concept –

  4 Test Cases:

  - Joint Battlespace Awareness
  - Joint C2
  - Joint Net Centric Operations
  - Joint Logistics



- The Department will break out its budget according to JCAs
- Lauds PACOM's efforts (Linking Plans to Resources) to map resource needs to plans and operations

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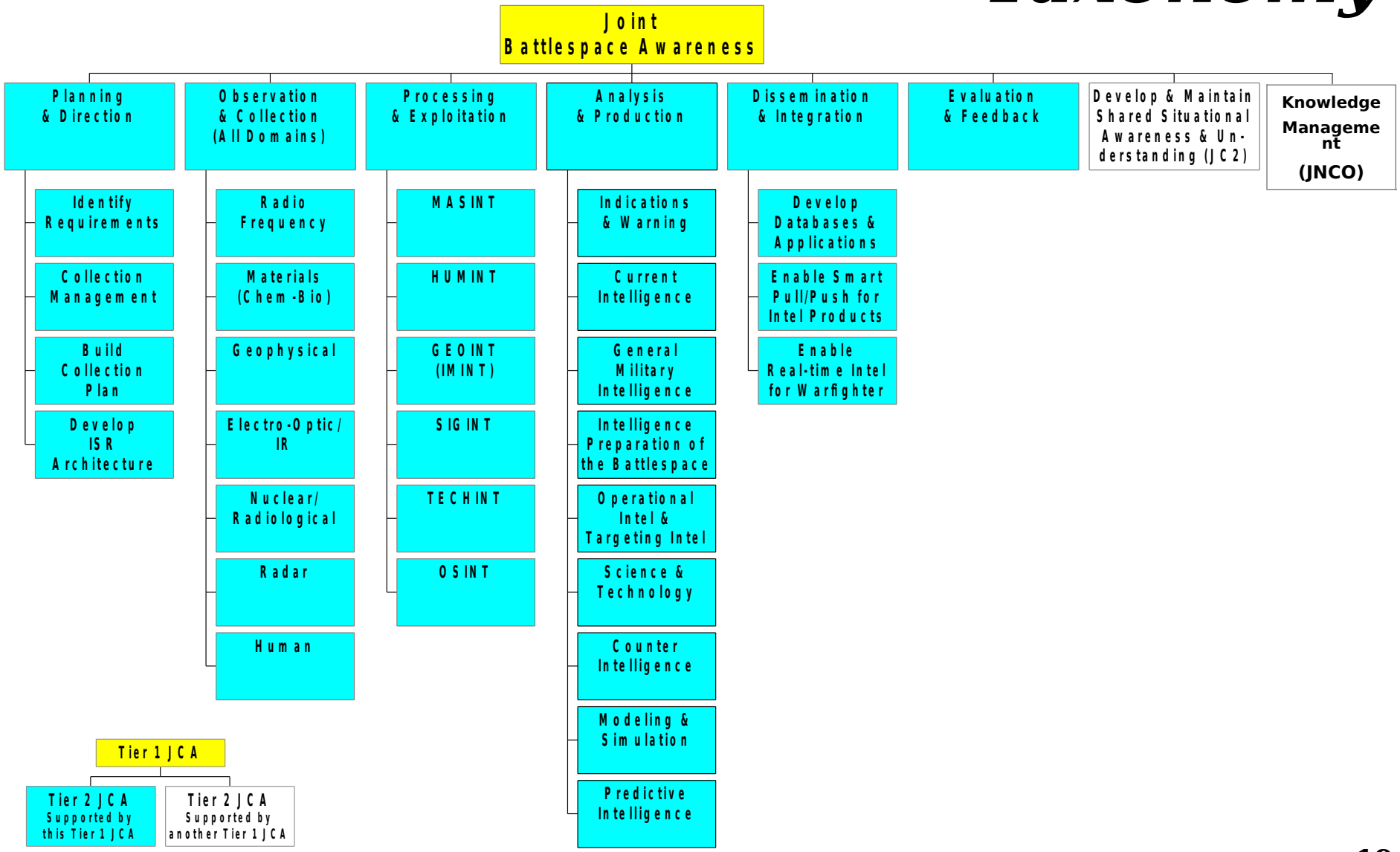
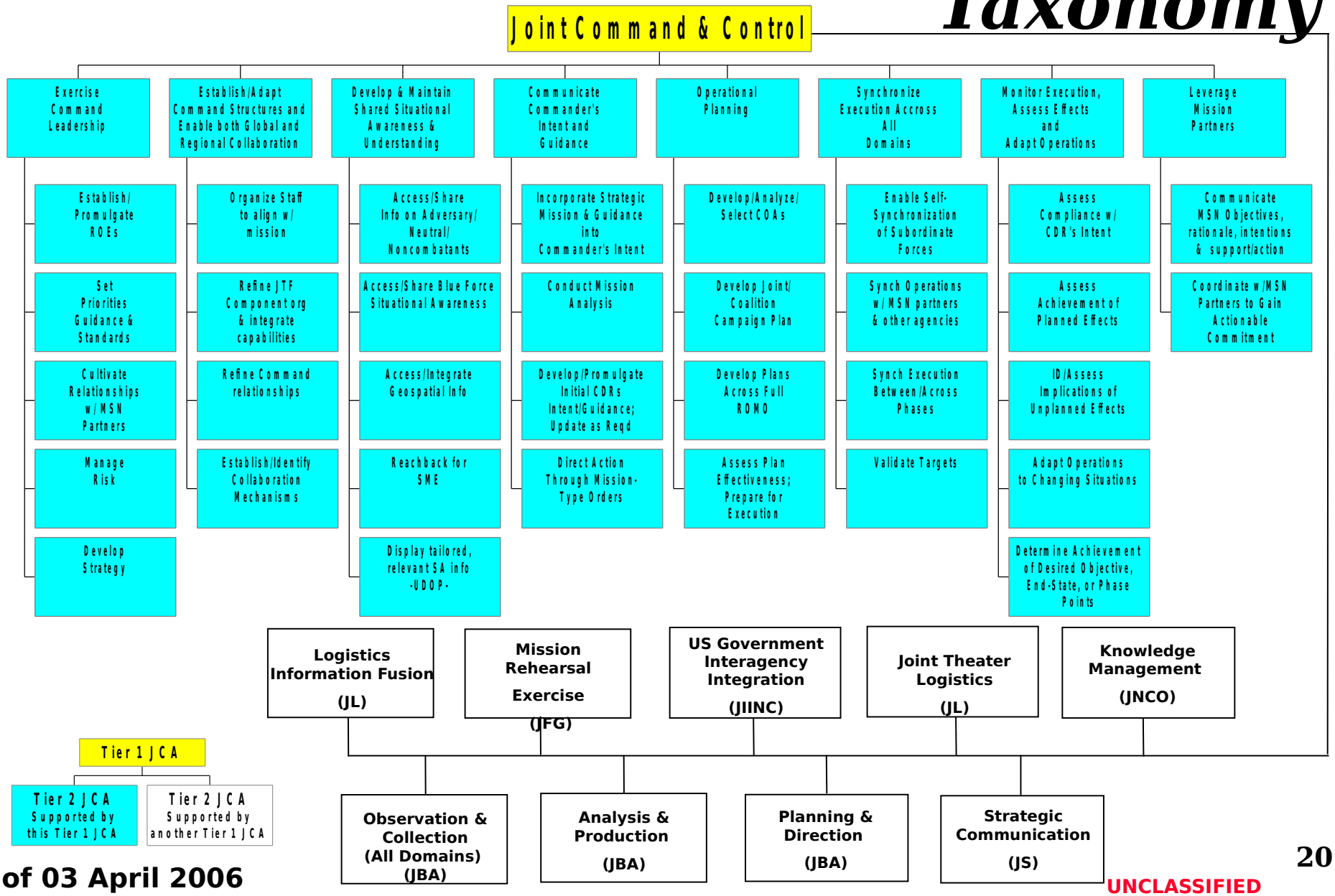
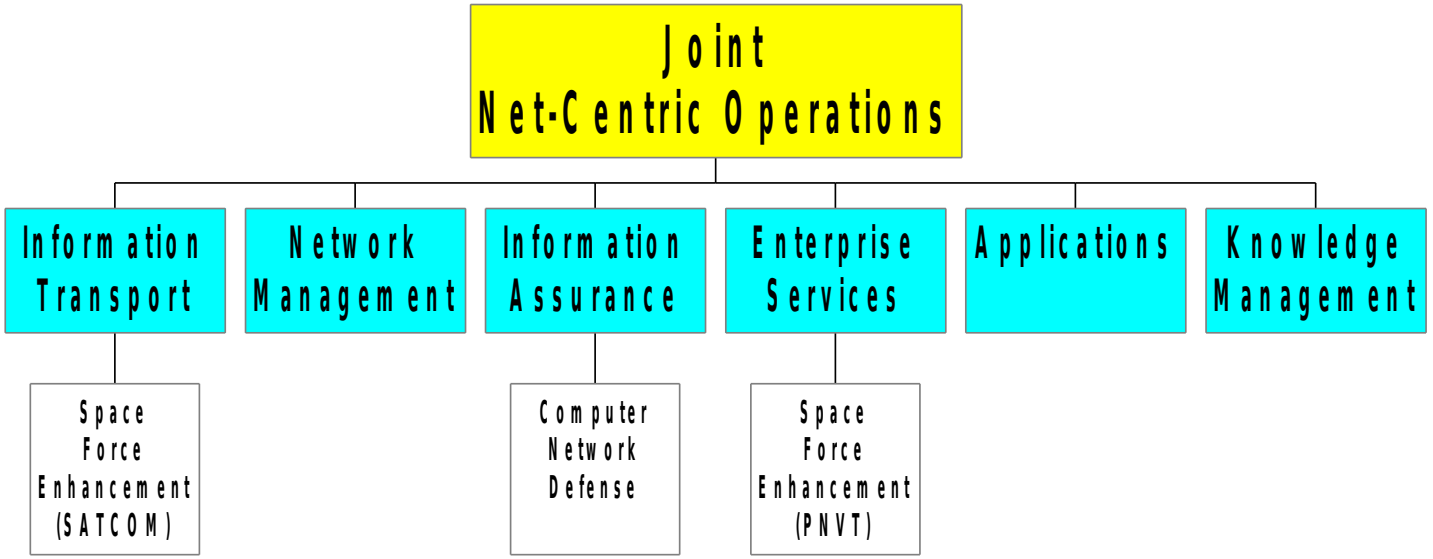
Joint Battlespace Awareness Taxonomy

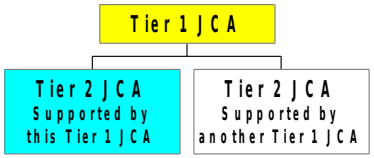


Joint Command & Control Taxonomy

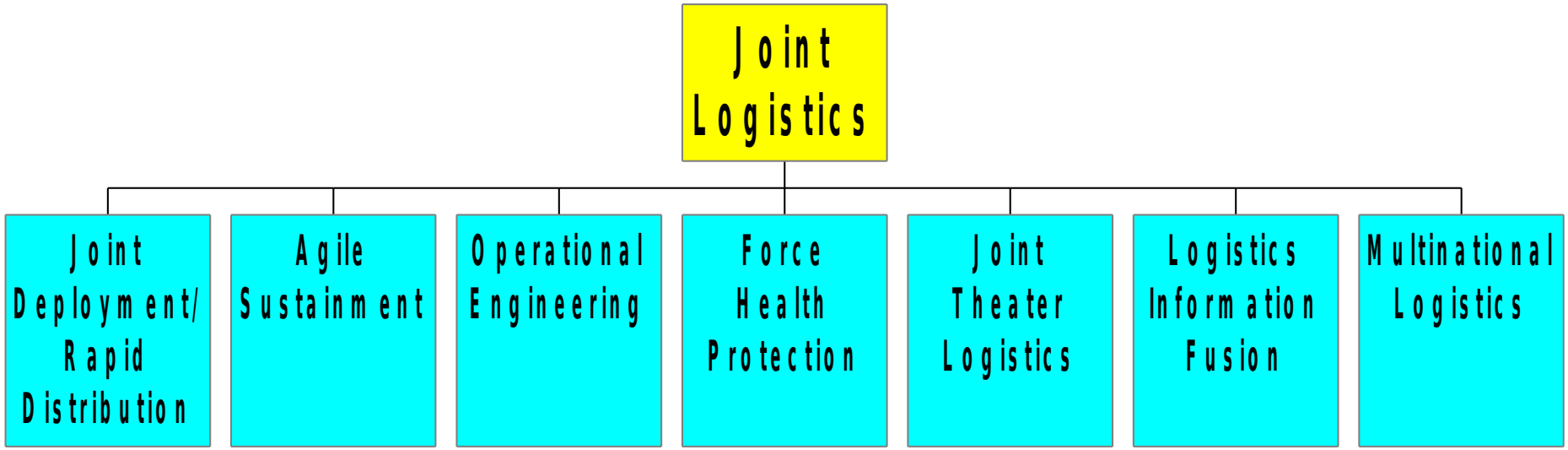

Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Management (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA

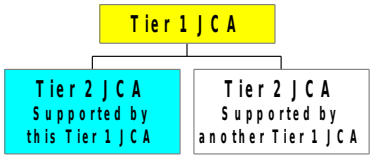
Joint Net-Centric Operations Taxonomy





Joint Logistics Taxonomy

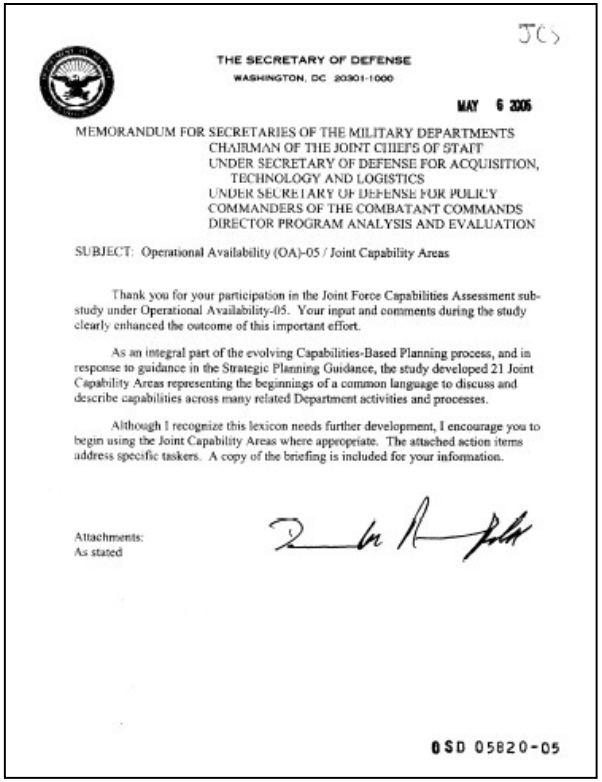




SecDef JCA Memo

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. . . The CJCS shall. . ."

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration Development System (JCIDS) where appropriate**



JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

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One-Year Summary

- **Successes**
  - **Accomplished CJCS taskings**
  - **Gained valuable insight and lessons learned from spiral development efforts**
- **Work yet to be done**
  - **Overwhelming feedback at all JCA forums is: *"We need to work/revisit the strategic piece next"***
    - **Need JCA Implementation Plan that supports a strategic Departmental vision of governance and management including institutionalizing CBP**
    - **JCA Implementation Plan may drive taxonomy changes to make JCAs more useful across all five major DOD processes**
  - **Efforts to use JCAs "where appropriate" is mostly stove-piped within a process; however, initial inter-process linkages are emerging**
  - **Some process owners are modifying JCAs to fit process needs indicating structural flaws and taxonomy inconsistencies**

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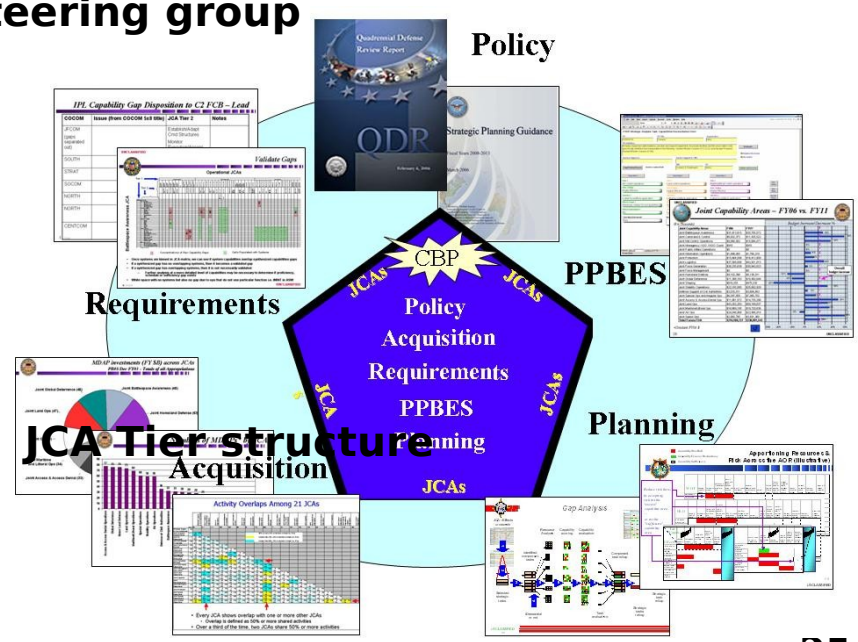
OPSDEPS Recommendations

- **Endorse to JROC for approval the resolved JCA Tier 1 / 2 Taxonomy and Lexicon change recommendations**
- **Encourage / enforce implementation of JCA language across disparate Departmental processes and activities**
- **Endorse stabilizing JCA taxonomy / lexicon and leverage QDR IR&G "test cases" for developing overarching JCA strategic guidance ISO ongoing CBP institutionalization**
  - **Develop holistic JCA Implementation Plan**
    - **Charter writing team with GOFO steering group**
    - **Begin writing upon receipt of strategic guidance**
  - **Determine TOA coverage**
  - **Revise JCA Management Plan**
    - **Build upon JCA Implementation Plan**
    - **Define and develop supporting JCA Tier structure**



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Way Ahead

- ✓ **OPSDEPS – 15 May**
- **JROC – 25 May**
- **JCS – TBD**
  - **CJCS Action Memo to the SECDEF reporting progress**

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Backup

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Unresolved Issue 1 – Navy Critical

Issue: Delete Irregular Warfare (IW) from Tier 1 and Tier 2 under Special Operations and Irregular Operations (Warfare)

Discussion: The Navy's position is that IW is an overarching concept that involves broad applications of DoD resources across multiple Tier 1 JCAs. The FA FCB's position is that QDR & SPG language contains specific directives for IW capabilities, risk and end-states to be achieved using both the terms Special Operations and Irregular Warfare across DoD & USG. Logic consistency: other Tier 1 JCAs also represent overarching concepts, but are not being considered for deletion from the Tier 1 structure

OPR Position (FA FCB) – Alternative 1

Next Step: JROC adjudication – 4 Alternatives

- OPR Position – Rearrange Tier 2s
- IW Capabilities Subsumed
- Separate & Elevate IW to Tier 1
- Revert to current taxonomy

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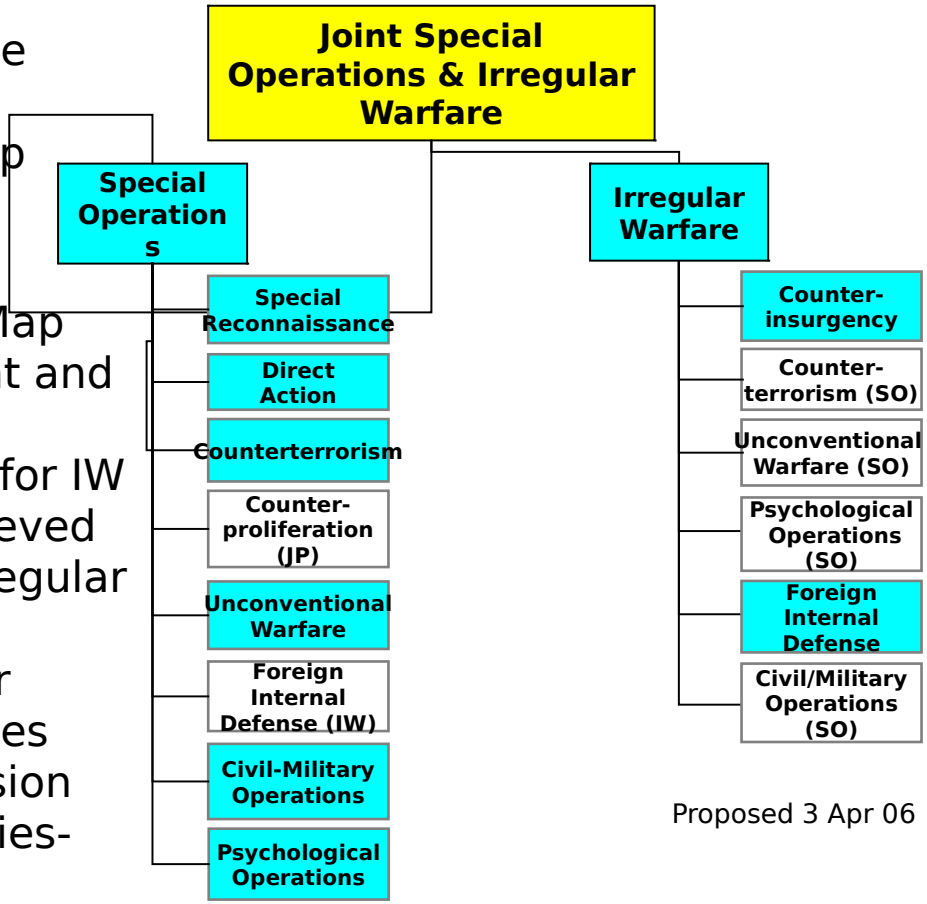
Alternative 1 – OPR (FA FCB) Position

Description: Rearranged Tier 2 JCAs IAW the ASD/SOLIC and USSOCOM co-sponsored Irregular Warfare Workshops conducted Sep 05

Pros:

- An IW JCA meets OSD IW Executive Road Map Directive intent and definition development and employment
- QDR language contains specific directives for IW capabilities, risk and end-states to be achieved using the terms Special Operations and Irregular Warfare across DoD & USG
- SPG specifically employs the term Irregular Warfare to denote and describe top priorities
- Single JCA brings together SO and IW decision makers to facilitate both SO & IW capabilities-based planning, major trade analysis and integration



Proposed 3 Apr 06

Cons:

- Irregular Ops/ Irregular Warfare are overarching concepts that involve broad applications of DoD resources across multiple Tier 1 JCAs

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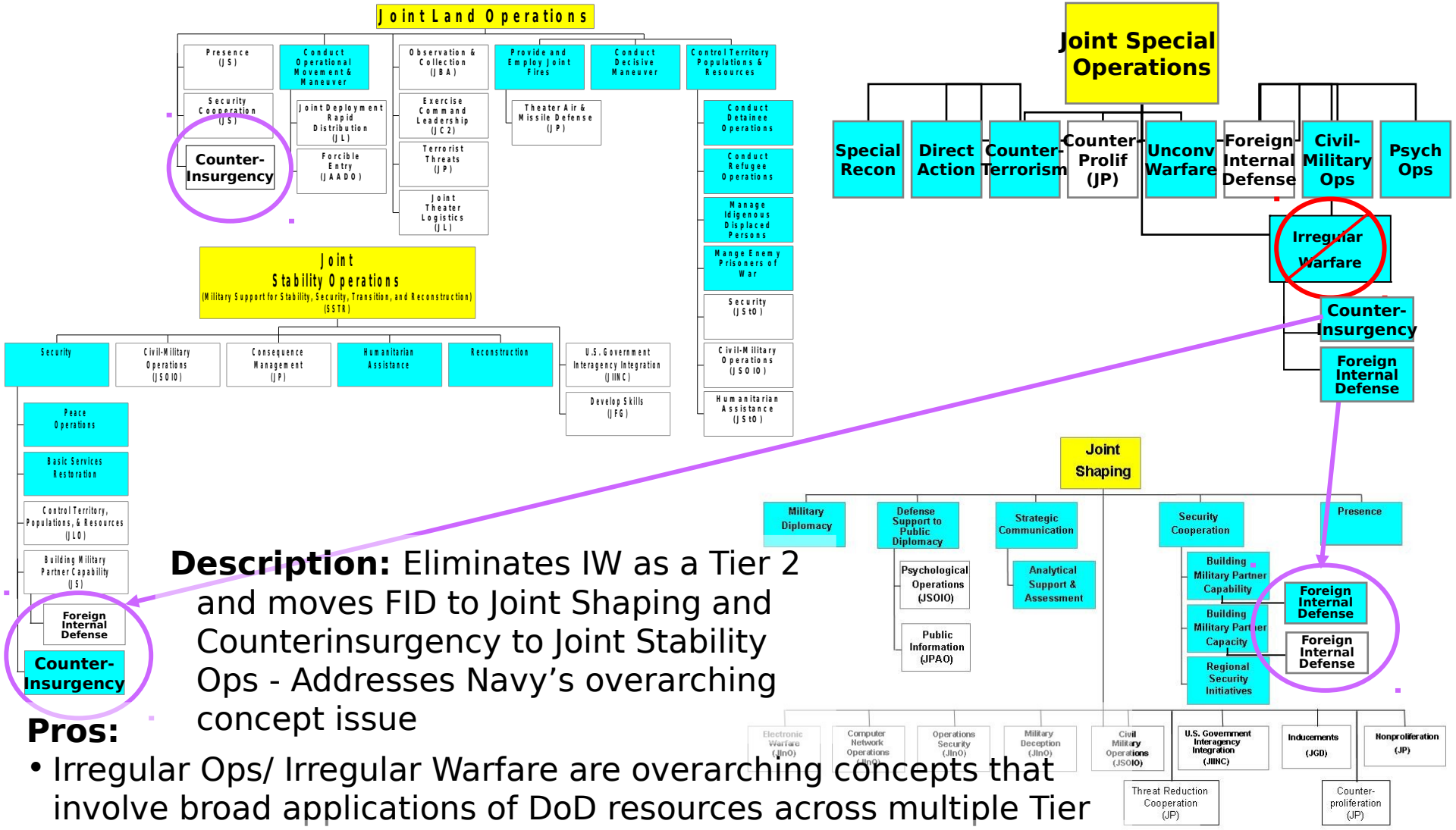
Alternative 2 – Navy Position



Description: Eliminates IW as a Tier 2 and moves FID to Joint Shaping and Counterinsurgency to Joint Stability Ops - Addresses Navy's overarching concept issue

Pros:

- Irregular Ops/ Irregular Warfare are overarching concepts that involve broad applications of DoD resources across multiple Tier 1 JCAs

Cons:

- Dilutes the emphasis and visibility recent strategic guidance has placed on IW

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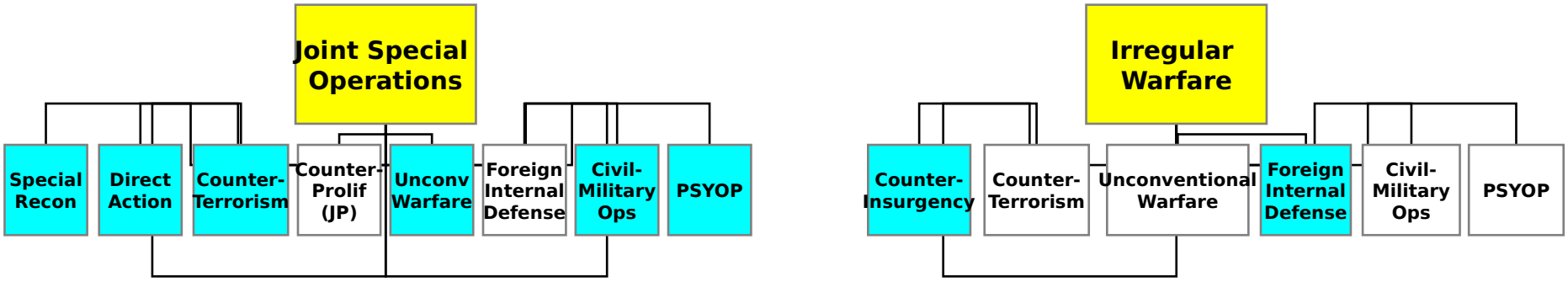
Alternative 3 – OSD(P) Proposal



Description: Elevate IW to a Tier 1 - OSD(P) proposal made at 26 April 06 JCB

Pros:

- Increases visibility when JCAs are evaluated at the aggregate level
- Consistent with OSD(P) vision for possible future Tier 1 JCA breakout; supports mapping strategy-to forces-to resources
- Lexicon could include all 10 activities identified in the IW Executive Road Map (current 6 Tier 2 JCAs plus SSTR, Support to Transnational LEA, IO, Intel/CI)

Cons:

- Does not address Navy issue with overarching concept and inconsistencies in other Tier 1s
- Re-opens previously resolved critical comments to not elevate other highly visible issues such as IED Defeat and Combating WMD to Tier 1 status

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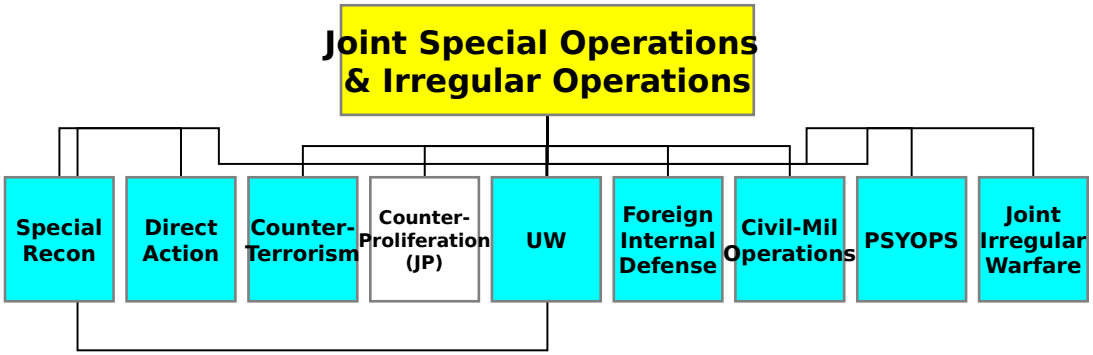
Alternative 4 – Current Taxonomy



As of 24 Aug 05

Description: "Do no harm" option. Revert to the taxonomy approved 24 Aug 05 and defer overarching concept issue to JCA Implementation Plan development effort

Pros:

- Maintains current taxonomy; lexicon and Tier 1 name could change as required
- No impact to ongoing JCA implementation; stabilizes JCAs; reduces turbulence in other efforts (i.e. UJTL & PE mappings)

Cons:

- Does not address Navy issue with overarching concept and inconsistencies in other Tier 1s

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Unresolved Issue 2 – Navy Substantive

Issue: Move PSYOP primary JCA from Joint Special Operations and Irregular Warfare (JSOIW) to Joint Information Operations (JInO)

Discussion: This issue addresses which Tier 1 JCA has primary responsibility for PSYOP… i.e. where should it be binned?

Navy's position is that IAW JP 3-13 - Although SOCOM is tasked with the mission, PSYOP capabilities still reside with the services and PSYOP is a core capability of IO.

The Force Application FCB is the OPR for both Tier 1 JCAs (JSOIW & JInO) and has no issue with the current alignment.

USSOCOM agrees with the FA FCB.

OPR Position (FA FCB) – Alternative 1

Next Step: JROC adjudication – 2 Alternatives

- OPR Position – Retain current taxonomy
- PSYOP Moves to JInO

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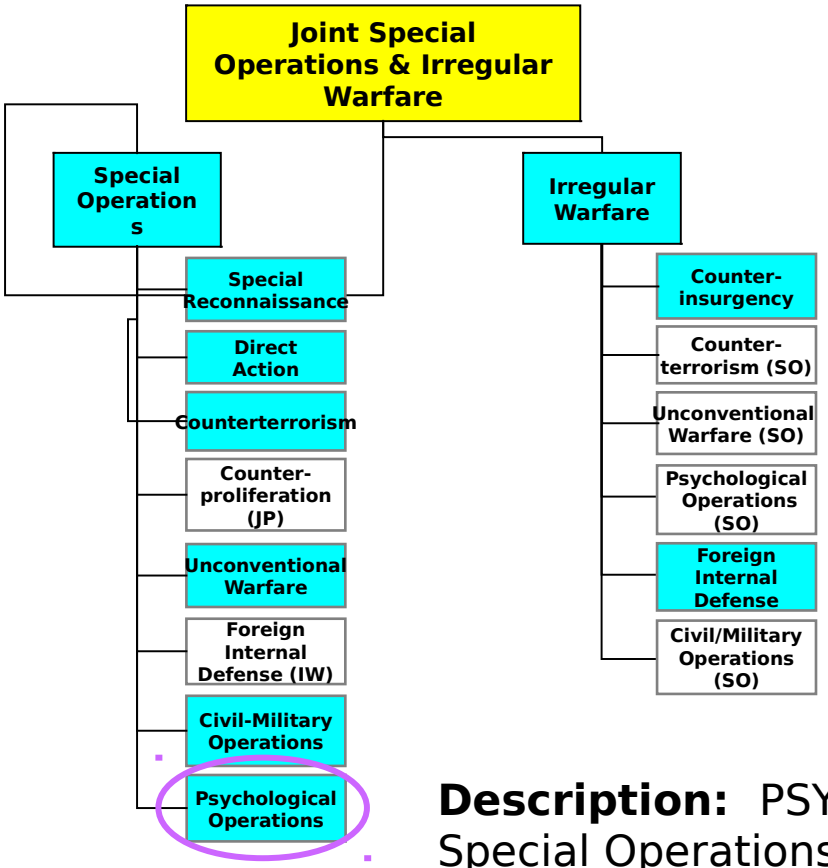
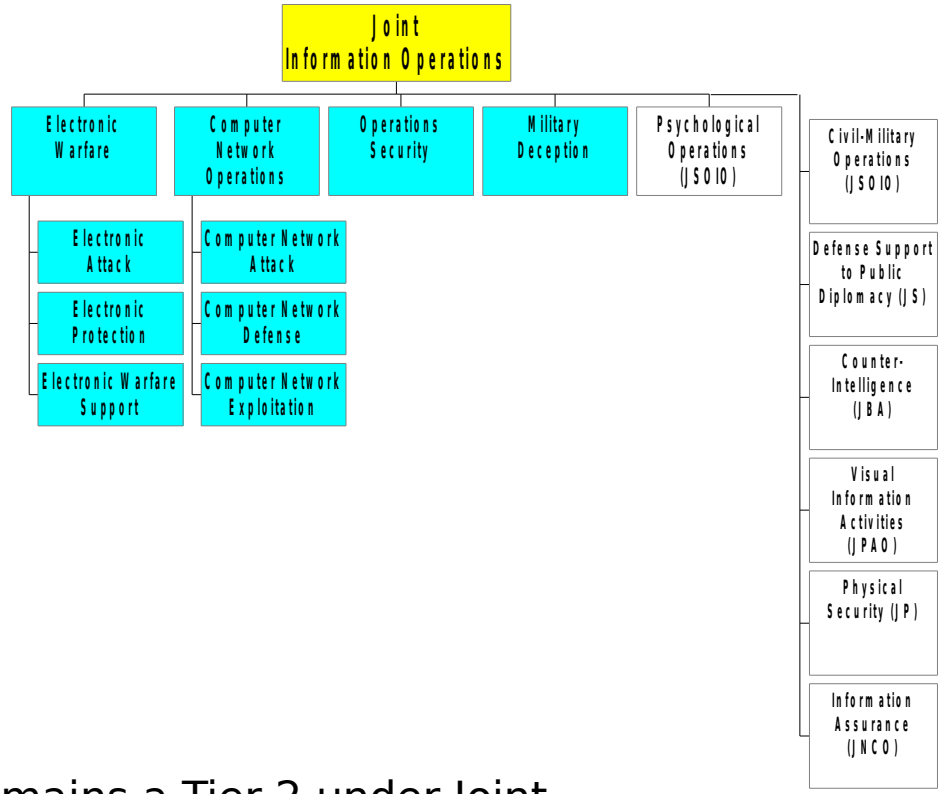
Alternative 1 - OPR (FA FCB) Position





Description: PSYOP remains a Tier 2 under Joint Special Operations & Irregular Warfare (current taxonomy)

Pros:

- JInO and JSOIW agree PSYOP belongs as a Blue Box under JSOIW; this does not preclude other JCAs from having PSYOP as a White Box
- USSOCOM wants PSYOP to remain in JSOIW as a Blue Box
- Recommended change does not improve JCIDS process or employment of PSYOP capabilities

Cons: PSYOP is a core capability of IO - Management of PSYOP capability should be done in context of IO portfolio

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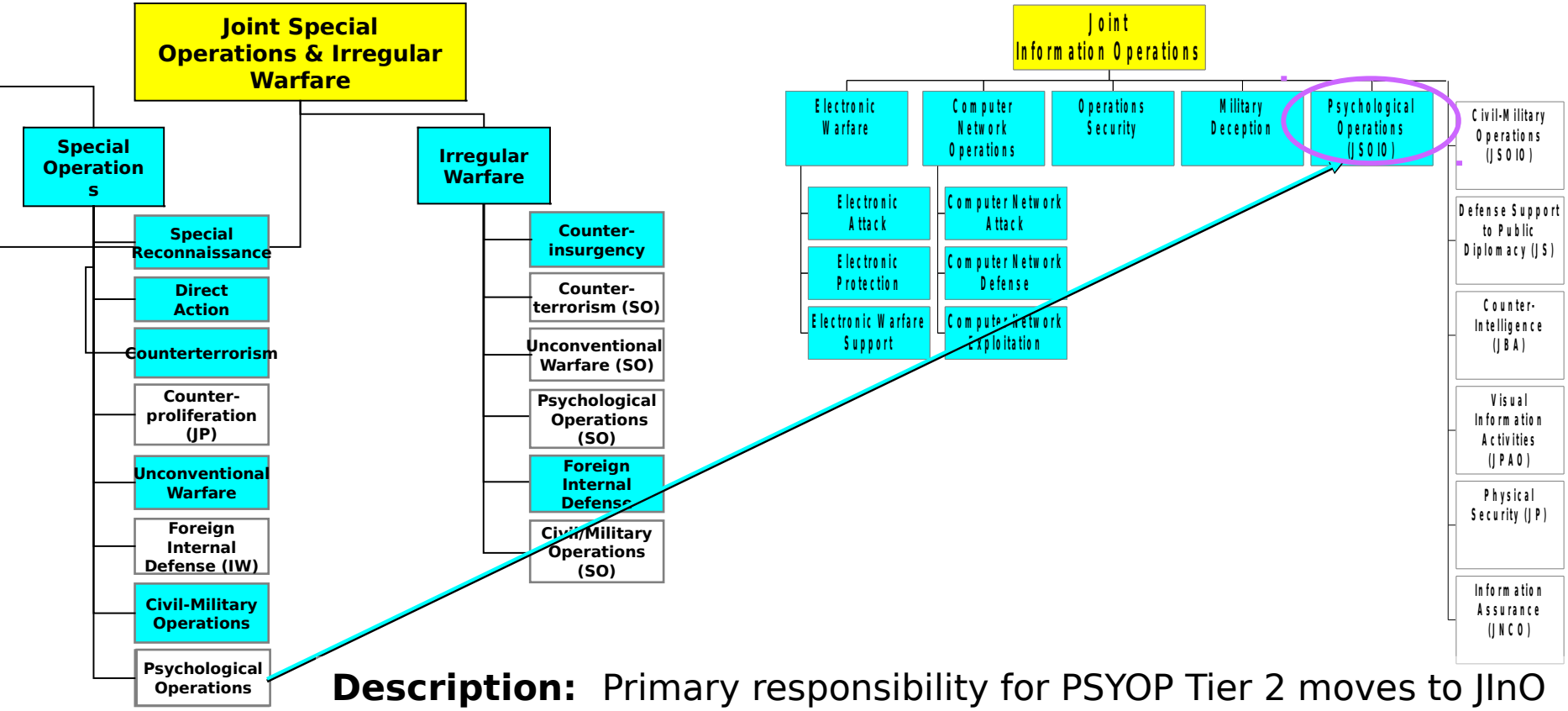
Alternative 2 – Navy Position



Description: Primary responsibility for PSYOP Tier 2 moves to JInO

Pros: PSYOP is a core capability of IO - Management of PSYOP capability should be done in context of IO portfolio

Cons:

- JInO and JSOIW agree PSYOP belongs as a Blue Box under JSOIW
- USSOCOM wants PSYOP to remain in JSOIW
- Recommended change does not improve JCIDS process or employment of PSYOP capabilities

Unresolved Issue 3 – Army Critical

Issue: Create a new Tier 1 JCA "Joint Force Projection"

Discussion: This is a visibility issue.

Army position is that Joint Force Projection is strategically and operationally critical for achievement of many JOpsC family of concepts key ideas.

When there were 56 Tier 1 JCAs, Joint Force Projection was among them, but was subordinated when the number was cut down.

Both FCB OPRs (FA & FL) agree that the capabilities are fully represented as a Tier 2 JCA in Joint Global Deterrence.

OPR Position (FA & FL FCB) – Alternative 1

Next Step: JROC adjudication – 3 Alternatives

- OPR Position – Retain current taxonomy
- Change Primary JCA to Joint Logistics (proposed at JCB)
- Joint Force Projection as new Tier 1

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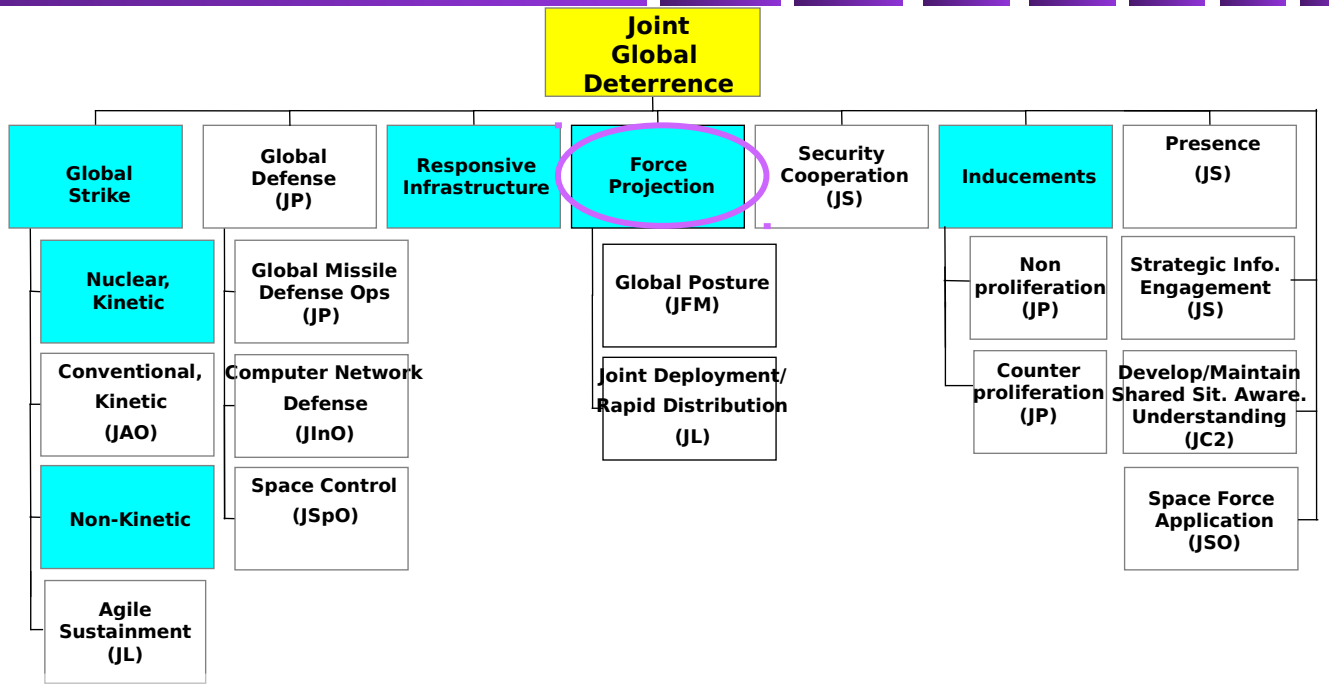
Alternative 1 - OPR (FA & FL FCB) Position



Description: Joint Force Projection remains as a Tier 2 under Joint Global Deterrence

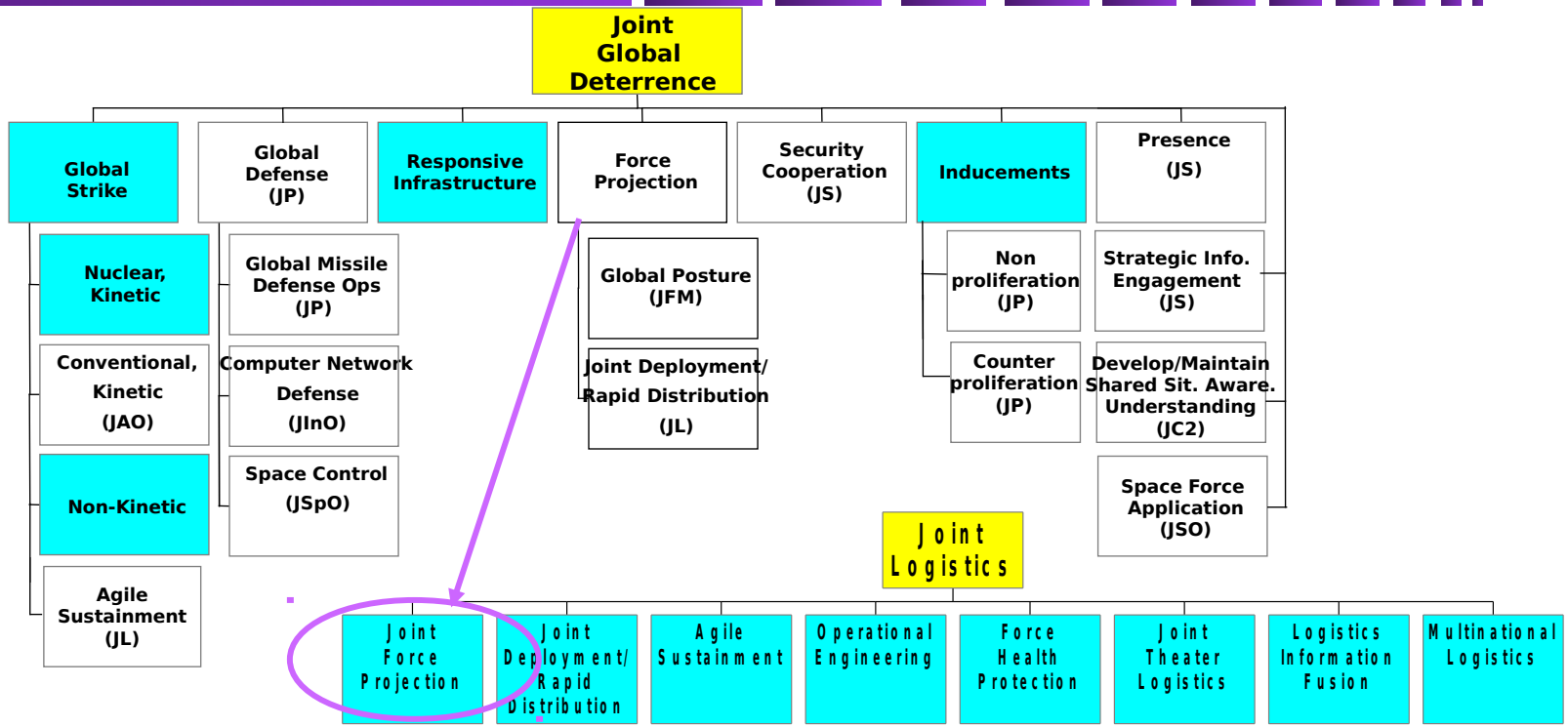
Pros:

- "Force Projection" is already a Tier 2 JCA under the Tier 1 "Joint Global Deterrence" JCA
- JROC approved JL(D) JIC identifies modes of movement (not currently visible in taxonomy)
- Joint Deployment is a Tier 2 JCA under the Tier 1 "Joint Logistics" JCA
- IR&G effort will impact the JL JCA; FL FCB supports current alignment
- Strategic Deterrence JOC has force projection as one of its key attributes
- Supports previously resolved critical comments to not elevate other highly visible issues such as IED Defeat and Combating WMD to Tier 1 status

Cons:

- Army position is Tier 2 may not provide sufficient visibility for this critical

Alternative 2 – JCB Proposal



Description: Joint Force Projection moves to Joint Logistics as a Tier 2 JCA

Pros:

- Provides increased visibility for the mobility aspects (airlift & sealift) of projecting forces globally

Cons:

- Diminishes the the Force Application aspects of rapid, global joint force projection
- Force Projection is broader than the logistics of moving people and materiel. It takes into account the deployment planning and execution (JOPES/Adaptive Planning).

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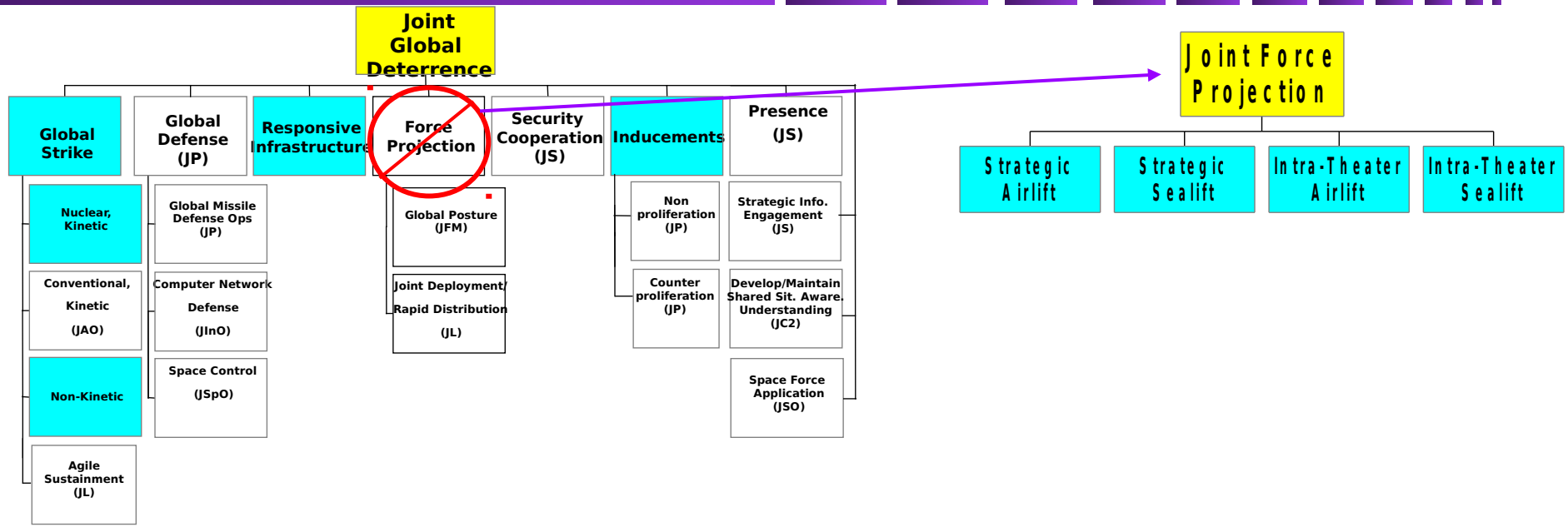
Alternative 3 – Army Position



Description: Creates new Tier 1 JCA by elevating Joint Force Projection from tier 2 status and addresses Army issue to elevate visibility of transformational Joint Force Projection capabilities

Pros:

- Provides increased visibility for the mobility aspects (airlift & sealift) of projecting forces globally

Cons:

- Creating an additional Tier 1 disrupts ongoing implementation efforts when “Force Projection” is already covered in “Joint Global Deterrence”
- Impacts mobility aspects of Joint Logistics JCA while IR&G effort is ongoing
- Re-opens previously resolved critical comments to not elevate other highly visible issues such as IED Defeat and Combating WMD to Tier 1 status
- Force projection is more than movement of forces, and includes the nonmovement aspects of deployment (mobilization, prepositioning, etc)

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Unresolved Issue 4 – Navy Critical

Issue: Move “Develop and Maintain Joint Situational Awareness” *(Blue/White Force Tracking issue)* Tier 2 JCA primary responsibility from Joint C2 to Joint Battlespace Awareness

Discussion: Navy believes Blue Force Tracking needs to be in Battlespace Awareness. There is significant JROC guidance on this topic:

- JROCM 106-03 (6 May 03) precedent for current taxonomy and FCB portfolios
- JROC approved JC2 JIC (Sep 05) that reflects current taxonomy
- JROCM 276-05 (22 Dec 05) … BFT, JBFSA, and CID are not identical but inter-
  related and cannot be separated. … BFT, JBFSA, and CID are capabilities that
  will be individually and collectively managed under the larger construct of the
  maturing JC2 JIC

OPR Position (C2 & BA FCB) – Alternative 1

Next Step: JROC adjudication – 2 Alternatives

- OPR Position – Retain current taxonomy
- Move “Develop and Maintain Joint Situational Awareness” Tier 2 to JBA

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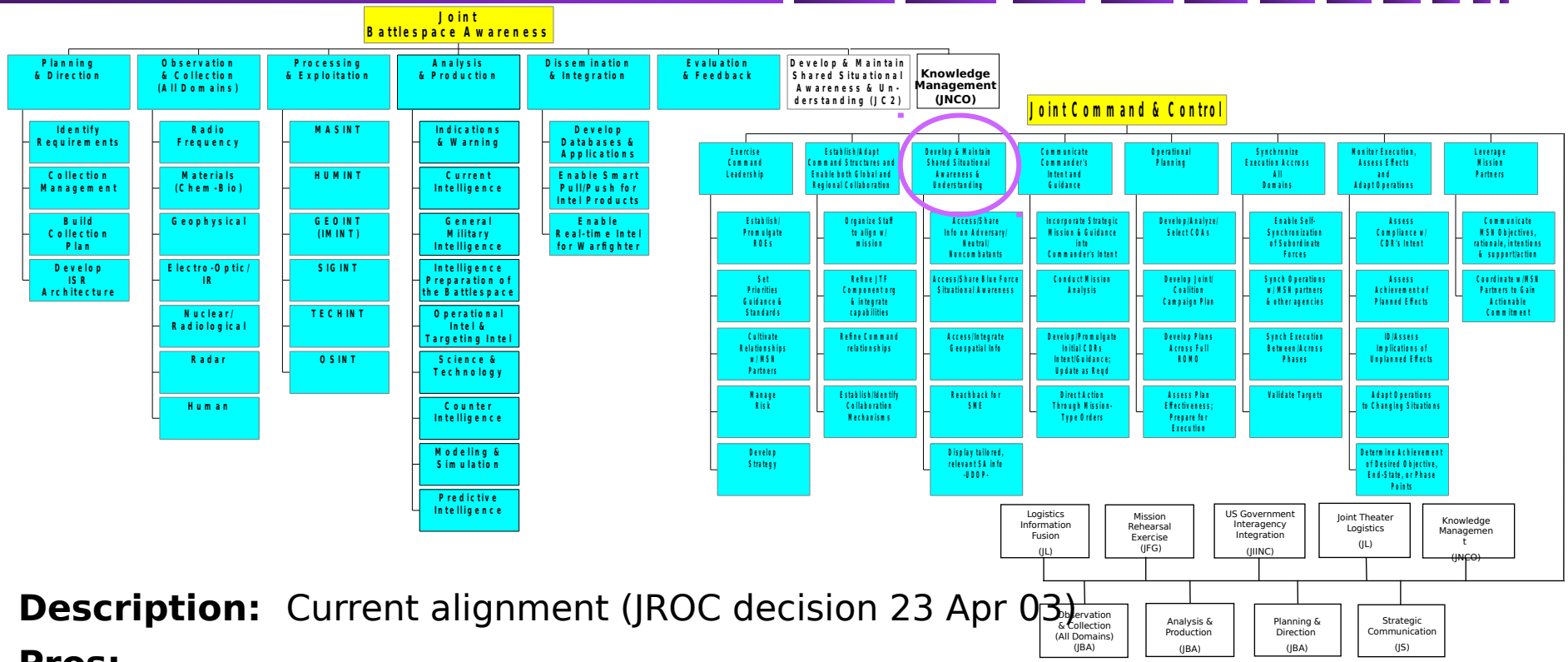
Alternative 1 – OPR (C2 & BA FCBs) Position


Joint Battlespace Awareness
Planning & Direction
Identify Requirements
Collection Management
Build Collection Plan
Develop ISR Architecture
Observation & Collection (All Domains)
Radio Frequency
Materials (Chem-Bio)
Geophysical
Electro-Optic/ IR
Nuclear/ Radiological
Radar
Human
Processing & Exploitation
MASINT
HUMINT
GEOINT (IMINT)
SIGINT
TECHINT
OSINT
Analysis & Production
Indications & Warning
Current Intelligence
General Military Intelligence
Intelligence Preparation of the Battlespace
Operational Intel & Targeting Intel
Science & Technology
Counter Intelligence
Modeling & Simulation
Predictive Intelligence
Dissemination & Integration
Develop Databases & Applications
Enable Smart Pull/Push for Intel Products
Enable Real-time Intel for Warfighter
Evaluation & Feedback
Develop & Maintain Shared Situational Awareness & Understanding (JC2)
Knowledge Management (JNCO)
Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/ MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full RONO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/ MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & supportiaction
Coordinate w/MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Managemen t (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)

Description: Current alignment (JROC decision 23 Apr 03)

Pros:

- JROC decision 23 Apr 03 indicating JBA in supporting / integrating role allows operational separation of blue/red force tracking issues for command and control
- JROC Approved JC2 JIC (Sep 05) structure is the basis for the current alignment
- "CID, BFT, JBFSA are capabilities that will be individually and collectively managed under the larger construct of the maturing JC2 JIC" (attachment to JROCM 276-05 dated 22 Dec 05)

Cons:

- BFT, JBFSA, and CID are not identical but inter-related and cannot be separated (attachment to JROCM 276-05 dated 22 Dec 05)

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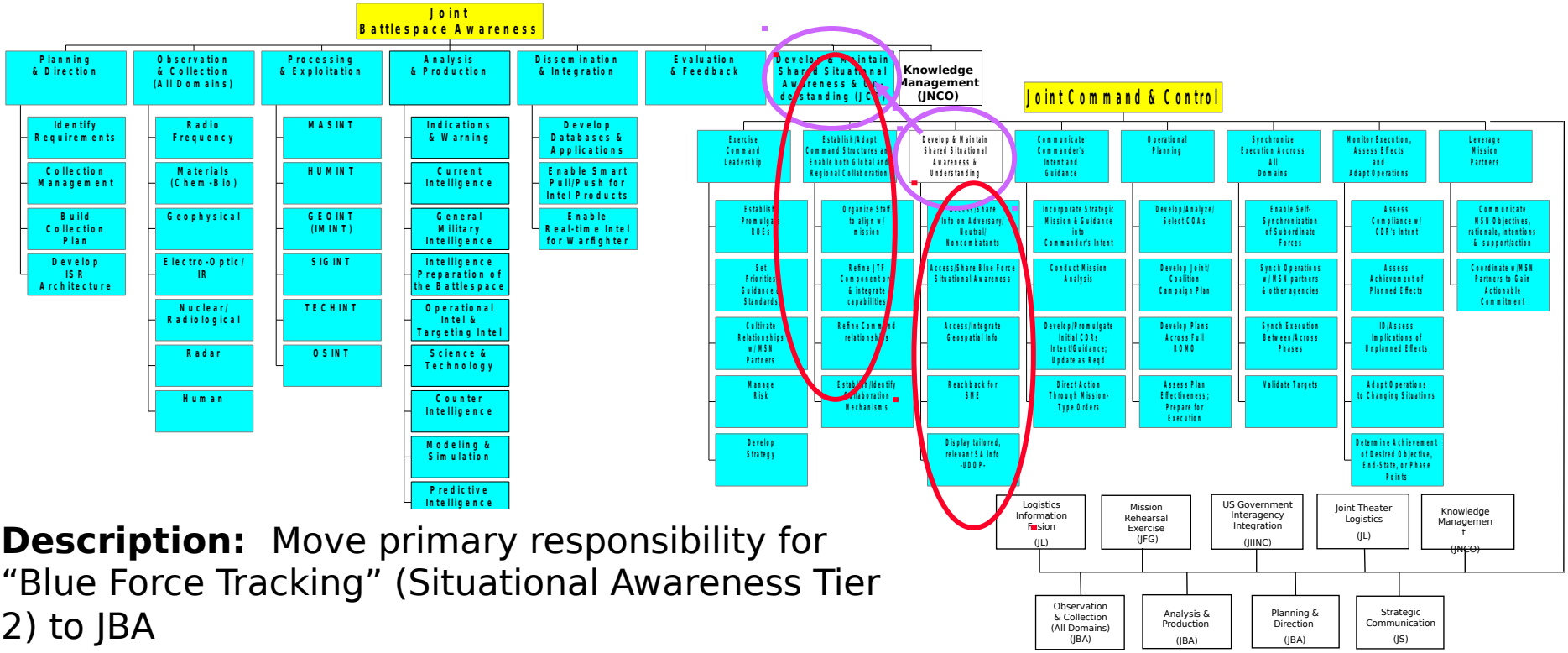
Alternative 2 – Navy Position


Joint Battlespace Awareness
Planning & Direction
Observation & Collection (All Domains)
Processing & Exploitation
Analysis & Production
Dissemination & Integration
Evaluation & Feedback
Develop & Maintain Shared Situational Awareness & Understanding (JC2)
Knowledge Management (JNCO)
Identify Requirements
Collection Management
Build Collection Plan
Develop ISR Architecture
Radio Frequency
Materials (Chem-Bio)
Geophysical
Electro-Optic / IR
Nuclear / Radiological
Radar
Human
MASINT
HUMINT
GEOINT (IMINT)
SIGINT
TECHINT
OSINT
Indications & Warning
Current Intelligence
General Military Intelligence
Intelligence Preparation of the Battlespace
Operational Intel & Targeting Intel
Science & Technology
Counter Intelligence
Modeling & Simulation
Predictive Intelligence
Develop Databases & Applications
Enable Smart Pull/Push for Intel Products
Enable Real-time Intel for Warfighter
Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities/ Guidance/ Standards
Cultivate Relationships w/ MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/ MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/ MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Management (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)

Description: Move primary responsibility for "Blue Force Tracking" (Situational Awareness Tier 2) to JBA

- BFT, JBFSA, and CID are not identical but inter-related and cannot be separated (attachment to JROCM 276-05 dated 22 Dec 05)

Cons:

- JROC decision 23 Mar 03 indicating JBA in supporting / integrating role allows operational separation of blue/red force tracking issues for command and control
- JROC Approved JC2 JIC (Sep 05) structure is the basis for the current alignment
- "CID, BFT, JBFSA are capabilities that will be individually and collectively managed under the larger construct of the maturing JC2 JIC" (attachment to JROCM 276-05 dated 22 Dec 05)

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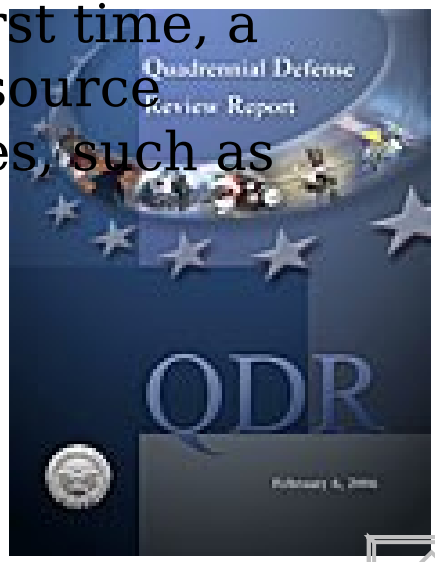
2006 QDR JCA Linkage

"…To better support the joint warfighter, the Department is launching several initiatives to integrate the processes that define needed capabilities, identify solutions and allocate resources to acquire them. The following four interrelated reforms emphasize the need for improved information-sharing and collaboration. …. Third, the Department will begin to break out its budget according to joint capability areas. …The Department has already developed and tested at U.S. Pacific Command an automated process that maps resource needs to discrete operational plans and missions. For the first time, a Combatant Commander is able to ascertain the resource requirements associated with particular capabilities, such as striking fleeting targets.

… The Department is working to expand on this program to enable Department-wide assessment of capability areas and facilitate capability portfolio management and will explore this approach with the Congress. …As a first step, the Department will manage three capability areas using a capability portfolio concept: Joint Command and Control, Joint Net-Centric Operations and Joint Space Operations. As we



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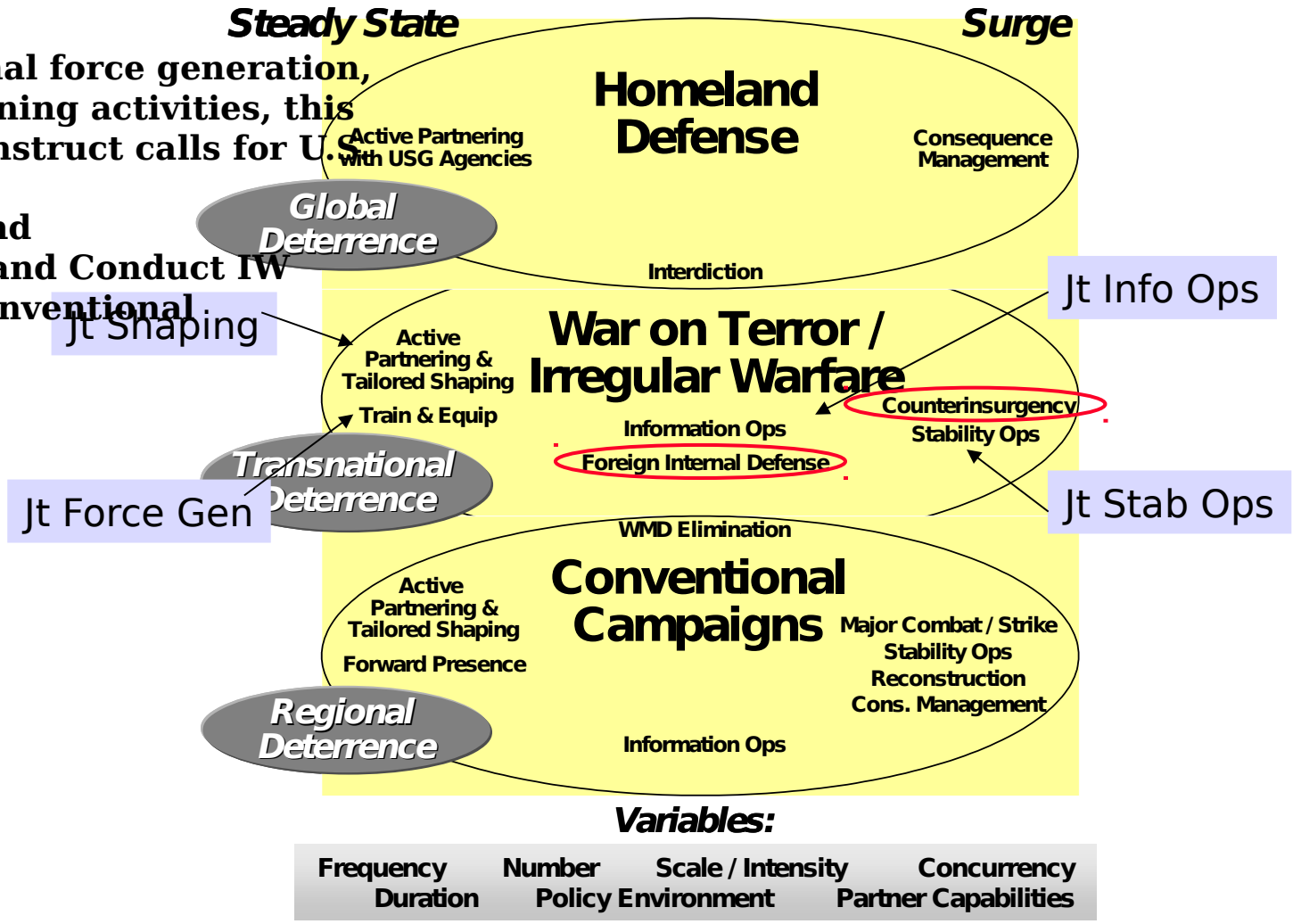
QDR Force Planning Construct

...In addition to normal force generation, sustainment and training activities, this wartime planning construct calls for U.S. forces to be able to:

- **Defend the Homeland**
- **Prevail in the WOT and Conduct IW**
- **Conduct and win Conventional Campaigns**



Inconsistencies with Overarching Concept Issue

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IW Working Definition

"Irregular warfare is a form of warfare that has as its objective the credibility and/or legitimacy of the relevant political authority with the goal of undermining or supporting that authority. Irregular warfare favors indirect approaches, though it may employ the full range of military and other capabilities to seek asymmetric advantages, in order to erode an adversary's power, influence and will."

DAWG 17 April 2006

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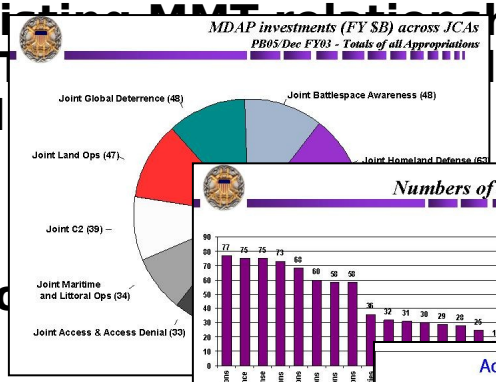
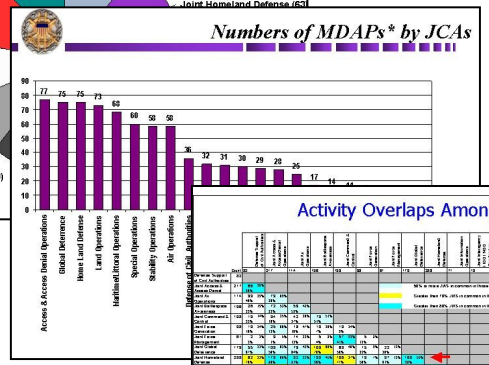
AT&L Progress on SECDEF Action

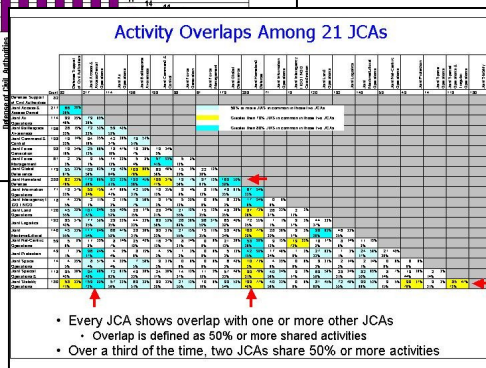
- **OUSD (AT&L) shall incorporate the JCAs where appropriate across acquisition activities including the Defense Acquisition Board process, capability roadmaps, and technology investment decision opportunities**

- **Actions Completed to support 31 July suspense:**
  - **Performed initial mapping of DAB programs (MDAPs) , AT&L Roadmaps & Advanced Concept Technology Demonstrations (ACTDs) against the Tier 1 & 2 JCAs**
  - **Updated Matrix Mapping Tool (MMT) to implement and track JCA relationships. Augmented existing MMT relationships between Programs, Program Elements (PEs), ACT[illegible] Capability Boards (FCBs), and the Joint Integrated**

- **Next Steps:**
  - **Determine additional AT&L processes to implement the JCAs (e.g. Business)**
  - **Assess implications of the JCAs on AT&L decisions, i.e. is the construct helpful for strategic acquisition choices**
  - **Propose MMT as a tool for characterizing relationships across multiple processes**

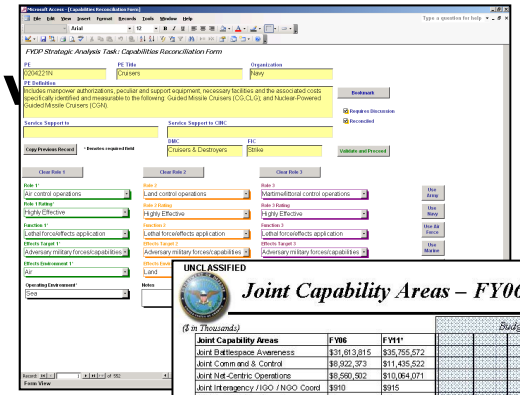

MDAP investments (FY $B) across JCAs
PB05/Dec FY03 - Totals of all Appropriations
Joint Global Deterrence (48)
Joint Battlespace Awareness (48)
Joint Land Ops (47)
Joint C2 (39)
Joint Maritime and Littoral Ops (34)
Joint Access & Access Denial (33)

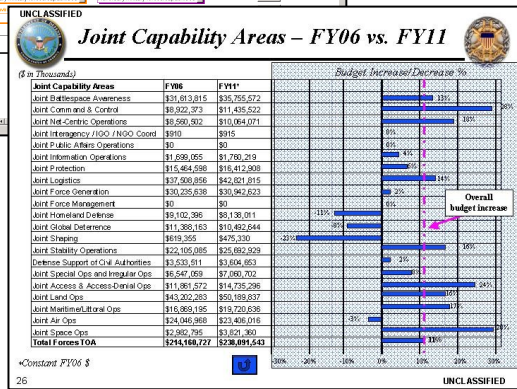



Activity Overlaps Among 21 JCAs
Every JCA shows overlap with one or more other JCAs
Overlap is defined as 50% or more shared activities
Over a third of the time, two JCAs share 50% or more activities

Progress on SECDEF Taskings

- **OSD (PA&E) shall apply the capabilities lexicon to the program and budget databases as appropriate prior to the FY 08-13 POM cycle**
  - **Developed a framework for the prototype, using the JCAs as the basic organizing principle**
  - **Tested the framework on a representative sample of data**
  - **Had Joint Staff/Service/USSOCOM subject matter experts assign values to Tier 1 JCAs using the "Top 400" Program Elements**
  - **Developed "business rules" from the information obtained during the GO/SES review to assign values to the remaining Program Elements in the data base**
  - **Conducted a "GO/SES" review of the v**
  - **assignments (3 June)**
  - **Conducting Offsite with Services on 26 Oct 2005 to analyze various approaches and determine best way forward for Department**

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Joint Capability Areas – FY06 vs. FY11
($ in Thousands)
Budget Increase/Decrease %
Joint Capability Areas | FY06 | FY11*
Joint Battlespace Awareness | $31,813,815 | $35,755,572
Joint Comm and & Control | $8,922,373 | $11,435,522
Joint Net-Centric Operations | $6,560,502 | $10,064,071
Joint Interagency /IGO / NGO Coord | $910 | $915
Joint Public Affairs Operations | $0 | $0
Joint Information Operations | $1,699,055 | $1,760,219
Joint Protection | $15,464,598 | $16,412,908
Joint Logistics | $37,500,856 | $42,821,815
Joint Force Generation | $30,255,838 | $30,962,623
Joint Force Management | $0 | $0
Joint Homeland Defense | $9,102,396 | $8,138,011
Joint Global Deterrence | $11,388,163 | $10,492,644
Joint Shaping | $619,355 | $475,330
Joint Stability Operations | $22,105,085 | $25,692,929
Defense Support of Civil Authorities | $3,535,911 | $3,604,863
Joint Special Ops and Irregular Ops | $6,547,059 | $7,060,702
Joint Access & Access-Denial Ops | $11,861,572 | $14,735,296
Joint Land Ops | $43,202,283 | $50,189,837
Joint Maritime/Littoral Ops | $16,869,195 | $19,720,636
Joint Air Ops | $24,046,968 | $23,406,016
Joint Space Ops | $2,882,795 | $3,821,360
Total Forces TOA | $214,160,727 | $238,091,543
Overall budget increase
*Constant FY06 $
26
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Progress on SECDEF Taskings

- **OSD (OFT) shall incorporate the JCAs into the next revision of the Transformation Planning Guidance (TPG) and future transformation roadmaps where appropriate**
  - **OFT in initial stages of revising TPG**
    - **Will incorporate JCA lexicon and implementation methods to reflect JCIDS, JCD&E, and Policy Guidance/Processes**
    - **Developing "placeholder" for Service/JFCOM Roadmap development guidance in TPG to address JCA incorporation/implementation into Roadmap products**
  - **OFT is Evaluating Strategic Transformation Appraisal (STA) Methodology**
    - **Examining better ways to conduct the STA as well as implement future results**
    - **Consistent with acceptable STA improvement recommendations, will incorporate guidance in TPG to include evaluation of implementation of JCAs in Roadmaps**

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Progress on SECDEF Taskings

- **OSD(P) shall incorporate the JCAs as appropriate into future Defense Planning Scenarios (DPSs) and Strategic Planning Guidance (SPG)**
  - **DPS**
    - **Blue CONOPS for Multi Service Force Deployment (MSFD) documents incorporated JCAs in MCO 1 – Long Range, Irregular Warfare, and Loose Nukes scenarios**
    - **Integration of a codified JCA construct will provide consistency & synergy in the Analytic Agenda and its associated baselines, which are source documents for the JCIDS process**
  - **SPG**
    - **Intent is to incorporate JCAs into the framework to identify where to either reduce risk or accept increased risk**
    - **JCAs to be basis for capability portfolio management concept, test cases are:**
      - **Joint Command and Control**
      - **Joint Battlespace Awareness**
      - **Joint Net-Centric Operations**
      - **Joint Logistics**

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Progress on SECDEF Taskings

- **Commander, US Joint Forces Command, shall coordinate with the Chairman of the Joint Chiefs of Staff to incorporate the JCAs into evolving Global Force Management and Joint Force Provider initiatives…**
  - ***Defense Readiness Reporting System (DRRS)*** 25 Jun 04 SecDef Memo established Commander, US Joint Forces Command as the Primary Joint Force Provider (JFP) and for USD (P&R) to develop DRRS to support GFM commitment, availability, readiness, deployment and redeployment data requirements. USD (P&R) working closely with USJFCOM to ensure DRRS supports the JFP mission while incorporating the JCA construct.
  - ***Joint Event Scheduling System (JESS)***
    - Supports JFCOM management of DoD forces participating in joint events such as operations, training exercises, experiments, demonstrations, tests and evaluations.
    - Supports visibility and analysis of current/future force requirements for more effective force management planning.
    - Potential interim global visibility capability pending the fielding of a long-term solution.
  - ***Joint Readiness Automated Management System (JRAMS).*** Integrates data from the Joint Operation Planning and Execution System (JOPES) and the Global Status of Resources & Training System (GSORTS) in support of JFCOM JFP functions such as Training and Readiness Oversight of Guard and Reserve Forces, Joint/Service readiness displays by COCOM and Service, Joint Quarterly Readiness Review analysis support and OPLAN/CONPLAN, rotations, contingency sourcing analyses.
  - ***Joint Force Projection (JFP) Advanced Concept Technology Demonstration (ACTD)***
    - Identify required Joint Force Projection Enterprise Services for Net-Centric Operations (FP MCP for JC2).
    - Demonstrate initial Modeling & Simulation capability for joint deployment planning and execution.
    - Demonstrate initial Joint Reception, Staging, Onward Movement, and Integration (JRSOI) Planning capability.
    - Expand Joint Capabilities Requirements Tool (JCRT) prototype to include refining doctrine on capabilities-based planning and mapping Service-defined force capabilities packages into JCAs. Incorporate JCRT into GCCS and eventually into the future program Joint Command and Control (JC2).

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